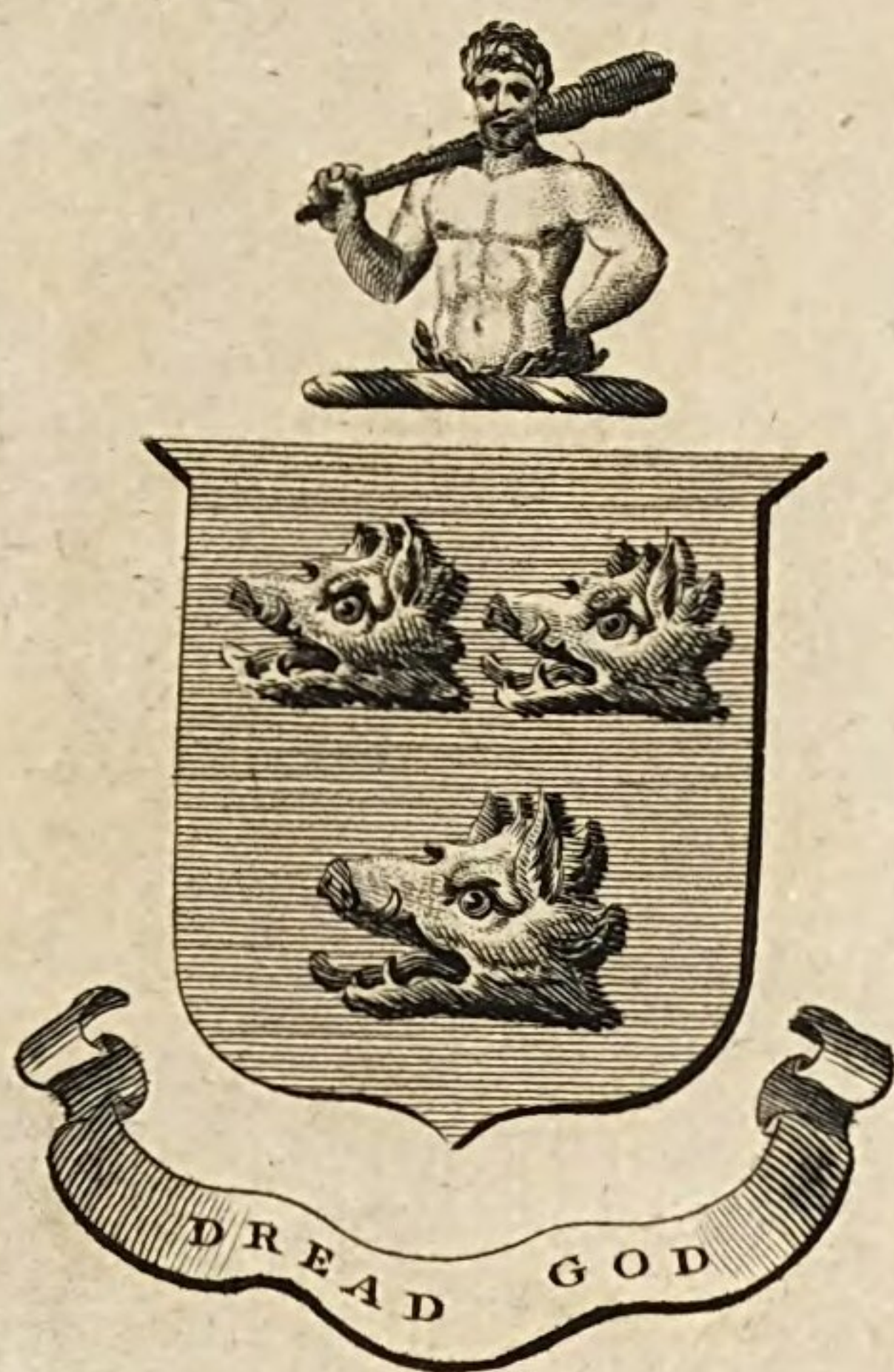






T. W. Gordon.

R. mil.
0.

143^a

AN EXPLANATION
OF THE
DUTIES
OF THE SEVERAL
ÉTATS - MAJORS
IN THE
FRENCH ARMY.

TRANSLATED FROM THE
Manuel des Adjudans Généraux et des Adjoints
employés dans les Etats-Majors Division-
naires des Armées,

Par PAUL THIÉBAULT,
Adjudant-Général dans l'Armée de la Republique Françoise.

ORIGINALLY PRINTED AT PARIS,
IN THE YEAR 1800.

LONDON:

Printed by C. Roworth, Hudson's Court, Strand,
FOR T. EGERTON, AT THE MILITARY LIBRARY,
NEAR WHITEHALL.

1801.



CONTENTS.

	PAGE.
<i>ADVERTISEMENT</i> —————	v
PART I. <i>Of Etats-majors in general</i>	1
FIRST. <i>What is an Etat-major?</i> ———	2
SECOND. <i>What is a General Etat-major?</i> ———	15
THIRD. <i>What is an Etat-major Divisionnaire, or Staff of the Division of an Army</i>	26
PART II. <i>Of the principal Objects of Service in the Etats- majors of Division</i> ———	32
CHAP. I. <i>Of the Duties of a Chief of Etat- major during the Period in which an Army Halts, or takes up its Quarters</i> ———	32
§ 1. <i>Of the active Part when the Army Halts, or takes up its Quarters</i>	33
§ 2. <i>Of Official Transactions, or Matters of Business</i> ———	36
CHAP. II. <i>Duty of a Chief of Etat-major in Marches</i> ———	50
CHAP. III. <i>Duties of a Chief of Etat-major in an Action</i> ———	60
PART III. <i>New Suggestions or Ex- planations relative to the most essential Objects of Service</i> —	66
CHAP. I. <i>Principal Heads of Service out of the Office</i> ———	67
	Article

	PAGE.
Article I. <i>Of the Distribution of the Troops</i> —	67
II. <i>Of Subsistences and Distributions</i> —	70
III. <i>Of the High Police, or interior Govern- ment</i> —	74
IV. <i>Of Circuits, Discoveries, and Recon- noitrings</i> —	82
V. <i>Of Reports</i> —	84
<i>Reports of Circuits</i> —	85
<i>Reports of Reconnoitrings</i> —	87
<i>Reports of Affairs</i> —	ib.
IV. <i>On the conducting of Columns</i> —	90
CHAP. II. <i>On the principal Heads of Service in the Civil Department</i> —	96
Article I. <i>Of General Orders</i> —	ib.
II. <i>Of the Parole and Countersign, &c.</i> —	104
III. <i>Of the Statements to be prepared or furnished</i> —	107
IV. <i>On Orders of Movement</i> —	109
V. <i>Of Secret Service</i> —	116
VI. <i>Of the General State or Report of the Divisions</i> —	118

PART IV. *Of those Persons who
have the greatest Connections
with the Etats-majors of
Divisions* — 121

Article I. <i>Of the Orderlies or Messengers of the Etat-major</i> —	ib.
II. <i>Of Guides</i> —	124
III. <i>Of Sutlers and Victuallers</i> —	127
IV. <i>Of the Waggon-Master</i> —	129
V. <i>Of Officers of Engineers</i> —	132
VI. <i>Of Officers, Commandants, Town- Majors, &c.</i> —	133
VII. <i>Of Councils of War and of Revision</i> —	138
VIII. <i>Duties of the Officer commanding the Artillery attached to a Division</i> —	139
IX. <i>Of the Commissary of War</i> —	139
<i>Conclusion</i> —	148

ADVERTISEMENT.

THE great advantages which must manifestly result from a well-conducted *Etat-major* or staff, are acknowledged in every military country. France, however, seems alone to have entered fully into the system, and to have added the experiment of practice to the suggestions of theory.

In offering the following translation to the British Army, the Publisher has been principally actuated by a wish to furnish individuals with such general outlines of conduct, as suit all countries and are applicable to all services.

The

A

The constant and unremitting attention which HIS ROYAL HIGHNESS the COMMANDER IN CHIEF pays to the improvement of all our Military Establishments, is an encouragement to every man, be his situation what it may, to co-operate to the best of his abilities. The original work, from whence these sheets have been literally taken, is the production of an individual, who, by courage, assiduity, and practice, has raised himself, from the lowest appointment in the French army, to the situation of Adjutant-General.

The following account which he gives of himself will prove, that no person, let his early views or education in life have been what they might, ought to be disheartened in his career for military reputation, by a consciousness of not having originally learned the profession of arms. The human mind is so happily constituted, that where there are faculties to comprehend, and steadiness to execute prescribed instructions, the many diversified branches, into which the
art

art of war is necessarily divided, afford ample scope for the talents and exertions of individuals.

In no instances, however, does the exercise of those faculties stand more in need of a wise and prudent direction, than in the civil and active services of the *Etat major*.

——The union of so many qualities is indispensably required, and all of them must be so intimately connected, and finally brought to second one great end, that a commander in chief at home, or a general in command abroad, cannot be said to do justice to the service of his country, unless he be constantly provided with a sufficient number of staff officers; from the diversity of whose talents, and from the individual application of them, according to circumstances, the public cause may be collectively benefited.

Waving our own private sentiments on the subject, we shall illustrate the purport of these remarks by an apposite quotation from the Introduction to the original.

Paul Thiébault, adjutant-general in the present French service, and author of the work, speaks in the following manner:

“ Having been originally brought up in
 “ a line of life, widely different from that
 “ of the profession of arms; when I under-
 “ took the latter, I could only offer an
 “ ardent zeal to be of use to my country.
 “ —That impulse was so powerful, that, in
 “ 1792, I did not hesitate to march with
 “ the common rank and file of the army, as
 “ a private grenadier in the first battalion of
 “ *Butte-des-Moulins*. In the course of se-
 “ veral campaigns, I gradually got pro-
 “ moted, and was entrusted with the com-
 “ mand of a company, in the 24th battalion
 “ of light infantry. I had learned, during
 “ my service in this battalion, how to post
 “ troops in an advanced position; how to
 “ defend, and how to attack it.---But I
 “ remained perfectly ignorant of the several
 “ duties which appertain to *Etats-majors*,
 “ or staff appointments.
 “ In 1793 I was attached to the adjutant-
 “ general’s.

“ general’s department near Maubeuge ;
 “ after which I received orders to join the
 “ army of the Rhine, where I acted under
 “ adjutant-general Donzelot.

“ The instant I was appointed, I naturally
 “ felt the necessity of obtaining all the in-
 “ formation I could, relative to the nature
 “ of the service in which I had embarked,
 “ and to which I was an utter stranger. I
 “ enquired of the different booksellers for
 “ some military production, in which I
 “ might trace the outlines, at least, of the
 “ duties I had undertaken to execute.—
 “ When I put the question to adjutant-
 “ general Donzelot, he replied, ‘ *There is no*
 “ *work of the kind ; nor can you expect to*
 “ *receive any other information from theory*
 “ *than what may grow out of your own ex-*
 “ *periment and practice.*’

“ During the campaign, I was subjected
 “ to considerable embarrassment ; the incon-
 “ veniencies of which were increased by my
 “ want of experience. In the conscientious-
 “ ness of my own defect, I felt thoroughly
 “ convinced,

“ convinced, that a detail of the various
 “ functions which belong to staffs, might
 “ be of use to the country, and I conse-
 “ quently undertook the work which I now
 “ publish. The subject matter of it is the
 “ result of observations that have grown
 “ out of the medley of events, and have
 “ been occasionally supplied by my own re-
 “ searches.

“ With respect to the composition, I think it
 “ necessary to observe, that it has been either
 “ too hastily executed, or too frequently
 “ interrupted by the active duties of my
 “ situation, not to be exposed to some in-
 “ accuracies. My chief object was to give
 “ it method and perspicuity; qualities which
 “ are so essential in a work of this kind. I
 “ shall feel myself amply rewarded for the
 “ trouble I have taken in the arrangement,
 “ should it be found hereafter, that I have
 “ been of the least assistance to those who
 “ may be employed in a line of service,
 “ which so imperiously calls for prescribed
 “ forms and specific instructions. But I
 “ shall,

“ shall, above all, be gratified in seeing
 “ abler men direct their talents and in-
 “ formation towards the completion of a
 “ more perfect system.”

The Publisher judges it necessary further to observe, by way of conclusion, that the translation will stand in need of much indulgence from every class of military readers. His anxiety to furnish British officers, as early as possible, with every sort of military information, added to the avowed want of a publication of this sort, induced him to commit the English manuscript to press, under circumstances, and in a state, which the motives, already expressed, and the complexion of the times alone, can warrant or excuse.

*Military Library,
 Whitehall,
 June 8, 1801.*

DUTIES

...above all, in the ...
...the ...
...to ...

...the ...
...in ...
...the ...

...the ...
...as ...
...the ...

...the ...
...in ...
...the ...

...the ...
...the ...
...the ...

...the ...
...the ...
...the ...

...the ...
...the ...
...the ...

D U T I E S
OF THE SEVERAL
E T A T S - M A J O R S
IN THE
F R E N C H A R M Y.

PART THE FIRST.

THIS part of the work will be confined to the examination of the three following questions.

I. What is an *Etat-major*, or Staff?

II. What is an *Etat-major General*, or General Staff?

III. What is an *Etat-major Divisionnaire*, or Staff belonging to the Division of an Army?

B

FIRST.

FIRST.

What is an Etat-major?

THE definition of an *Etat-major*, according to the Author of the Military Dictionary, is “a certain number of Officers, selected and distinguished by separate appointments from the rest of the army.”

In the Encyclopedia, an *Etat-major* is stated to be “a corps of superior Officers.”
Corps d’Officiers majors.

These definitions are at once vague, obscure, insufficient and indeterminate, that is to say, they combine all those things, which in a definition should be avoided; every definition should be as nearly as possible, precise, perspicuous, complete, and of an easy and natural application.

Let us then, in conformity to these principles, endeavour to give a definition of what is denominated an *Etat-major*. For this purpose, we shall attempt to establish a fixed basis, upon which such definition may be supported.

It may be previously observed, that the only reason which induces us to make use of particular

particular terms or denominations, is the difficulty generally experienced of distinguishing those persons or things which belong to different classes.

We shall lay down the position, that the term *Etat-major*, precisely and substantially imports, a certain order, or particular class of military persons, who, though they do not possess any specific authority, have nevertheless duties to fulfil, which are more peculiarly extensive, and embrace a more desultory and comprehensive detail of service; and although it may be difficult to ascertain the precise meaning of any term, on account of its manifold acceptations, we believe nevertheless, that the term *Etat-major*, and the precise meaning which it ought to convey, is "the totality or aggregate of Officers and non-commissioned officers, who pursuant to the nature of their respective functions are appointed to transmit the orders addressed to them by the Commander in Chief, or to superintend the execution of the various branches of military service, that are respectively intrusted to them.

By way of further distinction we may add, that with respect to their functions, the military persons who compose the *Etats-majors*, have generally no direct authority over the

troops; and that as far as relates to their duties, they do not belong to any particular squadron or battalion.

These two latter observations admit however of the four following exceptions: First, with respect to the chiefs of brigades, battalions, and commanders of squadrons, who constitute a part of the *Etat major* of their demi brigades or regiments: Secondly, with regard to the Serjeant-Majors and principal Quarter-Masters, who constitute a part of the *Etat-major* of their corps, although they nevertheless retain their particular companies: Thirdly, with respect to the Quarter-Masters, who belong at the same time to battalions or squadrons and to the *Etat-major* of their corps: and the fourth with respect to the *Etats-majors* of fortified places having a direct authority over the troops which enter into or compose their garrisons.

Each army had formerly its *Etat-major*; Francis I. Charles IX. and Louis XIV. having successively created one for the Infantry, the Cavalry and the Dragoons. At this day the Artillery only has retained its general *Etat-major*.

Formerly *Etats-majors* were at pleasure suppressed or re-established in regiments, but each
corps

corps has at this day its permanent *Etat-major*.

Exclusive of the *Etats-majors* of corps we have now the further distinction of *Etats-majors* of places, and *Etats majors* of territorial divisions, which are from their nature permanent; independently of the *Etats-majors* of active divisions, as well as the *Etats-majors* of Armies, called General *Etats-majors*, which can only remain as long as the Armies to which they are attached are upon a war establishment.

As it is our intention, to pass rapidly over every circumstance, not intimately connected with the object we have in view, we shall not enter into an examination of the duties of the persons employed in the *Etats-major* of corps and places; but confine ourselves merely to their formation.

We may then say generally, that the *Etats-majors* of Corps are formed of the chief commanders of brigade, the principal officers of battalions or squadrons, adjutants, quartermasters, officers of health, of the waggon-master, of the serjeant-majors, the drum-major, three master taylor, a shoe maker, an armourer, and eight musicians; and that the *Etats-majors* of Places are composed of the commanders to whom they are confided, and

their aids de camp, or assistants, according to the respective rank of such commanders.

The third class of *Etats-majors*, which we have distinguished, is that of the military or territorial Divisions. These *Etats-majors* have succeeded those of the Provinces. Their service differing only from that of the *Etat-major* of a Division, (of which we shall hereafter speak,) in as much as it comprehends fewer details, and has less attached to it, although according to circumstances, it may be sometimes equally a civil as well as a military body; and because further, its chiefs are not immediately connected with the chiefs of the General *Etats-majors* of the Armies as far as regards their relative intercourse with the Minister of War.

In regard to the *Etats-majors*, all that relates to the organization and service of the general *Etats-majors*, or those of divisions, will be referred to the particular parts of this work set apart for that specific purpose; we shall here only present their mode of creation, or in other words a general report of these military classes.

After long ages of ignorance and barbarism, when armies also participated in the return of knowledge, a few persons of genius introduced principles of organization into some
parts

parts of the art of War, and men at length became impressed with the following truth: that if nature did indeed sometimes produce extraordinary men, who seemed competent alone to the command and conduct of an army; it was nevertheless, not less true, that to be adequate to fulfil all those duties requisite in a general that possessed an extensive command, and at the same time to all those details belonging to the execution of plans, which must necessarily almost at every moment be changed or modified, was in general beyond human capacity.

This truth becoming progressively more manifest, as experience and the successive increase of armies impressed it more strongly, suggested the idea of diminishing the too numerous duties attached to the arduous station of a commander in chief. It was with a view towards the attainment of this object, that under Louis XIII. France had her field marshals. This indeed might be called the *Etat-major*, or staff of armies; but those who were then promoted to these new stations, had no other employment than merely to arrange the army in battle, according to the order of the commander in chief.

Such is the predicament of human knowledge; that its progress is ever slow and par-

tial. But it occurred in these stations, as it will ever happen in all those which are truly useful; each day presented them under relations more extensive, and occasioned a multiplication of their duties. Those persons who had these duties to discharge, appeared to warrant a much higher degree of confidence; and at length, in 1672 (during the campaign in Holland) Louis XIV. conceiving it necessary to distinguish by a more authoritative title, an office which had acquired so high a degree of importance, substituted majors general for field-marsbals, and only confided this post to brigadiers, or to lieutenants general.

Those officers of latter creation, were charged to transmit the orders to the majors of brigades, and to superintend the execution of these orders. When the army was in camp, they assigned the station of each corps. They superintended the distributions. When the troops were to be brought into action, it was their peculiar province to arrange the army in order of battle. In sieges they had the superintendence of the trench, &c.

But so many details attached to the functions of majors-general, were considered as too extensive to be embraced by any single individual; each major-general was therefore
allowed

allowed several assistants, and particularly two aid-majors general, to facilitate the discharge of his duties.

The reign of Louis XIV. is an epoch of war; in this reign, military institutions were observed, campaign after campaign, to approximate successively towards perfection. Thus this first organization of *Etats-majors* of armies, received an additional improvement by the creation of quarter-masters general, who under the orders of majors-general, and to the number of four for each army, were particularly destined to assist, and to second them in all those operations which belonged to their department.* These offices of major-general and quarter-masters general have remained the same until this time;† but it is necessary to observe, that under the different reigns of which we have spoken, and still further in those which have preceded, there were scarcely any but small armies: such might consequently encamp all together, tra-

* It was the business of the latter, who had fourriers, or quarter-masters and quarter-master-serjeants attached to them, to mark out head quarters, and to designate the different lodgings or rooms that were to be occupied by the several officers belonging to them.

† The insatiable avarice of the governors had rendered these places of quarter-master general so venal, that persons were frequently promoted by purchase to military honours without ever having served in the field.

verse the same intervals at the same time, although occasionally upon different columns, and act collectively; one good major-general and four quarter-masters general might then have been sufficient for a whole army. The dispositions were almost always general; the whole army received the same orders, and at the same time; the movement of this machine was simple, every thing passed under the eyes of the chief, who could in fact observe with his own eyes, the detail of all the operations of his army.

At this day the force of our armies, the extent of country which they occupy, the complicated operations which they are charged to execute, or which they are to oppose and counteract; all these circumstances make our armies assume a new and peculiar aspect.

One alone of our large armies, is, in fact, the union of several armies: thus, they are divided into corps of the army of the right, the centre, and the left. Each of these corps of the army has its further divisions; these corps of the army or the divisions which belong to them, are sometimes at thirty and forty leagues distant from the head-quarters of the commander in chief, and never unite even in part, but momentarily. For this reason their relations with the principal *Etat-major* can

can no longer be continual, nor very much multiplied. On this account a particular organization becomes requisite for each of these parts composing the same army; for this reason each division should have its *Etat-major*, its commanding officer of the artillery, its officers of engineers, its military tribunals, and its chiefs of administration; whereby the generals who command them can in the ordinary course of things receive only, and follow instructions; the excellence of an order depending frequently upon the critical moment of its execution, and beyond a certain distance this critical moment becomes incapable of being calculated; and for this reason, to sum up the whole, the *Etat-major* general of the army is definitively nothing more than the central point of its operations, and the point of their combination.

From hence those officers who were deemed the most competent to execute the functions of the chiefs of the *Etats-majors* of division, which this new state of things rendered it necessary to create, were selected from the quarter-masters general.

In giving them this new existence, by virtue of which they replaced in our armies the *Etats-majors* of infantry, cavalry and dragoons, at the same time that they constituted
in

in the divisions, the general *Etat-major* of the army, they became distinguished by the title of adjutants general.

This new organization was decreed the 29th of October 1790, by a law of the national assembly, which created thirty of these officers, viz. seventeen having the rank of colonels, and thirteen with the rank of lieutenant colonels.

The various steps to promotion in this particular line have been regulated and modified by different successive laws.

The number of those established by that law which created them, was further increased by different decrees, up to the epoch, when the national convention conferred upon the executive council, the right of choosing and nominating the generals, as well as that of increasing their number according to circumstances.*

The description of duties attached to these new stations has never yet been explained or made publickly known. A particular ordinance upon this subject was indeed announced, but has never yet been produced. There exists upon this subject nothing but a provisional

* This number, by the law of 23d Fructidor, in the year 7, was increased to 110.

instruction, relative to the functions of adjutants-general, which was published on the 21st of June, 1791, from the necessity of giving at least an idea of these functions, and laying down the principles upon which they were supported.

This instruction is to this day unknown in our armies. It is true, that it would have been insufficient, because the *Etats-majors* of a division, whose labours properly speaking, the necessity of existing circumstances has organized in the persons of these men, who were truly deemed the most competent to be entrusted with this charge, have unanimously felt, that they have at this day imposed upon them, duties which, in their practical detail, are more extended, more important and more capacious than those that had been originally assigned to them.

By this same instruction, the adjutants-general, for the purpose of aiding and assisting them in the execution of their functions, are permitted to associate three officers in each frontier division, and one in each division of the interior. These officers must be chosen by the general commanding the division; but upon the recommendation of the adjutant general. This association can only continue during the time of the campaign, during which

which these officers enjoy an addition of pay as a compensation for extraordinary service.

These preliminary, but inadequate dispositions, were according to existing circumstances and the fluctuating state of the military force, variously observed, until by a decree of the 21st of February, in the second year of the republic, the convention comprized *Etats-majors* in the organization which was then established for the army.

By this regulation, four adjutants general are stationed with the chief of the general *Etat-major*, who attaches one of these to each effective division, one to the advanced guard, and one to the reserve of each army, and two assistants to each of them, determining the mode in which these latter shall be appointed.

The law of the 14th *germinal* further altered one part of the regulation of that of the 21st of February, and prescribed amongst other matters, that these assistants should be selected only from the lieutenants and sub-lieutenants, excluding captains from these stations.

This latter disposition remains at this day no longer in force, although it has never been formally repealed. Thus the *Etats-majors* still remain the same as they were created

ated by the law of the 21st of February in the year 1, amended by that of the 19th *germinal* in the year 3, and by a resolution of the committee of public safety, which conferred the rank of chief of brigade upon all the adjutants general of the armies.

SECOND.

What is a General Etat-major ?

A *general Etat-major* is, as we have already observed, the central point of the grand operations of armies.

Such is at least, the definition which would always appear to us to convey the most summary and accurate idea of this vast and complicated machine. But as this cannot be so satisfactory as to preclude the necessity of other explanations, we shall present, in order to communicate all necessary information, a concise list of its principal constituent parts, so confining our observations as to avoid at the same time, all those details which are not essentially necessary, and which moreover we shall reserve for another publication, of which this may be considered but as a mere fragment.

Upon

Upon this principle we shall observe, that the *general Etat-major* of an army is,

1st, The central point from whence ordinarily proceed, and from whence ought to issue, all the orders of service, of movement, of attack, &c. given by the commander in chief.

2d, The place to which are addressed, and from whence proceed to the several divisions, places, &c. the orders, instructions, circular notices, journals, printed papers, &c. which the government or minister of war transmits to the army.

3d, The place where the general orders for the army are drawn up, and that from whence they are issued.

4th, The place from whence issue the series of the paroles for all the divisions, or for the particular commands.

5th, The center from whence proceeds to be newly cast into one single whole, and if we may so say, to be placed within one single frame, all the operations of which it is the duty of the *Etats-majors* of divisions, the *general Etats-majors*, and other military commanders, commissaries, or agents general or particular, to render an account.

6th, The center of the most active correspondence with the government, the minister

nister, the generals, and other military persons, the commissaries general and paymaster general of every species, with the relations of the soldiers, the municipalities, &c.

7th, The place from whence the required statements, &c. are transmitted to the minister, such as the general report of the army, plans, charts, &c.

8th, The channel through which ought to pass almost all applications for pay, promotion, and all other doubtful points which the military persons composing the army, may have occasion to submit to the decision of the commander in chief, minister of war, or the government.

9th, The center from whence should emanate all the orders necessary for securing the supplies of the army; even in its most rapid, distant, and sometimes in its most unforeseen movements: such as artillery, horses, ammunition, waggons, transports, arms, money, victuals, forage, cloathing, equipment, accoutrements, &c.

10th, The center of all general measures for furnishing provisions, arms, and all the labourers necessary for the defence of the places included within the outlines of the army.

11th, The place where in conformity to the views of the commander in chief, that

is to say, according to the present or future wants of the army, the establishment of stationary or moveable hospitals is fixed.

12th, The place where all furloughs, or leaves of absence are to be applied for, examined, or granted, and where the routes of the corps, such for example, who may be detached from the army, are to be delivered out.

13th, The place of regulation for the conduct of prisoners of war, which are sent thither from all the divisions, their distribution in different places or towns, and in many instances their exchange.

14th, The place where, agreeable to the orders of the commander in chief, commanders of military districts, and of divisions, are appointed and changed; where, according to the same authority, the distribution of general officers is made, and where that of the troops as well as their change of quarters and principal movements are also determined.

15th, The quarter where all the positions proposed to be taken by an army, should be designed, and traced upon cards intended for this purpose, together with all the marches of the troops, the place for affairs, and principally the points of attacks; and in short, the plans of all places and entrenched camps which

which are projected and ultimately intended to be made.

16th, The secret department of the army, that is to say, the place to which reports of every description should be addressed, and where the business of intelligence, &c. is transacted.

17th, Finally, the central point of all the administration of the army, and the place to which all the chiefs of it belong, that is to say, the commissaries general, the pay-master general, the inspectors general, &c. &c.

From these numerous occupations, which constitute the greater part of the business of an *Etat-major-general*, it will be seen, that the commander in chief of an army retains only his plans for the campaign, the direction of them and the superior command.*

It

* The organization of our *Etat-major* (although yet incomplete) is nevertheless worthy of admiration, and one of the greatest excellences in our mode of making war.

It may be easily conjectured, what impulse, and effect a number, of select, zealous, intelligent and skilful officers, forming an *Etat-major* like ours, and intimately connected, as they are, with all the various distributions of war, may give to an army, in expediting its operations and infusing into them all possible perfection. Our *Etats majors* are still, doubtless, not what they might be; but they form nevertheless the basis of a beautiful edifice, and we should solicit

It has been wisely ordained that no person under the rank of a general, and commonly of a general of division, should be placed at the head of the *Etat-major* with the title of *chef de l'Etat-major-general*, or chief of the general staff of the army,* by which he becomes in fact, a person acting in a double or diversified capacity; being by virtue of his office, at the same time in communication with the government, the army, the minister, and the general in chief.† Relations and operations of

in aid of an organization of so much importance, the zeal of men of genius, whose talents and experience have been called forth and augmented by war and the love of their country.

* There are few places in the army, the duties of which have been less examined, determined and developed than those of the station of chief of the *Etat-major-general*. Yet nevertheless, this chief is really next to the commander in chief, the first man of an army, the person who can do most good or most mischief. The same deficiency exists relatively to *Etats-majors*, considered abstractedly. Guibert, in the 2d Chapter of his General Essay upon Tactics, vol. ii. speaking of *Etats-majors*, calls them "immense de-
"tails upon which there is nothing written, upon
"which there remains much to imagine, and almost
"every thing to reduce to principles."

† It would be doubtless unnecessary to observe here, that the *Etat-major-general* of an army never quits his head quarters. It has nevertheless happened during the campaign of Bonaparte in Italy, that through the difficulty attending his motions, the *Etat-major-general* of this army, remained sometimes in the rear

of such importance necessarily attach a responsibility of the greatest magnitude; but a chief of an *Etat-major-general* may adopt several methods to diminish his labours. One of these methods consists in dividing the *Etat-major-general* into as many distinct offices as there are principal branches of service, and to place at the head of these branches, an adjutant general, who should be charged with the signature of every thing issuing from his office; who in such case would have nothing more to do, than to supply the chief of the *Etat-major-general*, with a very succinct account, and who (except in some important cases) should act for him personally, and thus disencumber the chief of the general staff of that immensity of details, which must inevitably require time and attention that must be more imperiously demanded for other objects. By

rear, although General Berthier had quitted it to accompany General Bonaparte in his grand operations. General Berthier was then only followed by his aids-de-camp, and adjutant-general, two deputies, and a secretary, and had nothing with him but his *porte feuille*. All the other general officers, or individuals employed upon the staff, together with their secretaries, &c. which belonged to the *Etat-major-general*, the papers of his different offices, and all the chiefs of administration, moved with the equipage of the head quarters, when the difficulty of their movements no longer exposed them to danger.

this mode the chief of the *Etat-major-general* would only reserve to himself the inspection and controul of the division of the business, consequent upon the arrangement he had digested for it; the relation with the minister and the government, and the signature of the most important letters or orders; the framing of which would constitute a part of the duty of his particular office; an office which he might still further cause to be conducted by a deputy who might occasionally represent, or assist him.*

There

* From what has been observed, the *Etat-major-general* might be divided in the following manner.

The first office, (which might be considered as the particular office of the chief of the *Etat-major-general*,) would comprehend,

1st, Every thing appertaining to the movement of the troops, to prisoners of war, and to the organization of the army.

2d, The general correspondence.

3d, The relations with the minister.

4th, The making up of *situations* and other statements.

5th, The general report of the army.

6th, The paroles and general orders.

7th, Furloughs and leave of absence.

8th, All the relations with the general, and the other chiefs of the artillery, with respect to every thing belonging either personally or materially to that establishment.

The Chief of the second Office should be entrusted

1st, With the furnishing provisions, and the distribution

There ought to be also once in every twenty-four hours, an adjutant general upon

tribution of them to places of war, with the active divisions, and daily allowances for the troops in motion.

2d, With the new horses or remounts.

3d, With the business relative to transports, that is to say, artillery carriages, victuals and forage, with the flying hospitals and military effects.

4th, With the business relative to the modes of distributions in those places where the principal distributions are to be made, and other particulars relative thereto.

5th, With the correspondence, and other relations with the commissaries general, inspector general, &c.

6th, With the business relative to hospitals and convalescents.

7th, With every thing that relates to individuals, &c. &c.

The Chief of the third Office should be entrusted

1st, With payment of the troops.

2d, With the contributions.

3d, With the accounts, and particular and secret disbursements of the *Etat-major general* and the *Etats-majors* of division.

The functions of the Chief of the fourth Office might be entrusted

1st, With the secret department, such as spies, and guides, properly so called.

3d, With the exchange of prisoners.

The chief of the fifth office should be charged with the department of topography.

The chiefs of these four last offices should communicate daily with that of the first, for those articles which they have to furnish pursuant to general orders, &c.

service to the *Etat-major-general*, who should pass the night in the principal office, to receive every thing that might arrive, to answer every thing to which he is competent, or rather to give an account of it afterwards, or in the morning, to the chief of the *Etat-major-general*, in proportion as the object should be more or less pressing or urgent.

Upon the removal of the *Etat-major-general*, an adjutant-general is always charged with the conduct of the column, and another also with the allotment and distribution of quarters.

When the troops are actually engaged, an officer of the *Etat-major-general* in each division is usually employed to follow the movements and operations of the army, and to render an account of them upon his return. In some armies this service has been performed by the aids-de-camp of the commander in chief.

With respect to the composition of an *Etat-major-general*, it comprises as follows:

- 1st, The commander in chief.
- 2d, The chief of the *Etat-major-general* and his deputy, (if there be any.)
- 3d, The general of artillery.
- 4th, The commanding officer of the engineers.

5th,

5th, Their different aids de camp.

6th, The adjutants-general attached to the commander in chief, or to the office of the *Etat-major*, and their assistants.

7th, The commissary general.

8th, The pay-master general, the military post master general and the principal heads of administration.

9th, The principal officers of health attached to the army.

10th, The waggon-master-general.

11th, Lastly, all those military or other persons, who by the particular orders of the commander in chief, or the nature of their functions, follow the *Etat-major-general*, or are attached to it.

After having thus rapidly sketched out what belongs to the service of the *Etat-major-general*, let us examine more in detail, that which constitutes the totality of what belongs to the *Etats-majors* of the division of an army, which are in fact merely branches of the *Etat-major-general*, the chiefs of those only, replacing in the divisions the chiefs of those, at the disposal of whom they always remain, as well as all the adjutants-general and assistants belonging to the army.

To trace the duties of some of these is (in a great measure, at least) to elucidate those of others.

THIRDLY.

THIRDLY.

What is an Etat-major-divisionnaire, or Staff of a Division of an Army?

THE *Etat-major-divisionnaire*, or Staff of a division, is the office from whence all the orders ought to issue, and where all the writing business of that department of military service ought to be transacted. We call also *Etat-major*, or Staff, the aggregate of those officers described underneath; that is to say,

1st, Of the generals of division, and of brigade, who are employed in the division, together with the aides-de-camp attached to them.

2d, Of an adjutant general,* whom the law places at the head of these *Etats-major* of division, and upon whom the title of chef *Etat-major*,† or chief of the Staff is conferred.

* Adjutants general, officers assimilated to general officers by usage and title which it is customary to give them, and to the chiefs of brigade by their pay or rank.

There is not however any species of relation between the nature and importance of their functions and those of chiefs of brigade.

† During the commencement of the campaign of the year 5 in Italy, this title was changed into that of *the person responsible for the details of a division*.

3d,

3d, Of the other adjutants general, who may be found with the division.*

4th, Of the officers whom the law allows to adjutants general to second them, or even occasionally to supply their place, and who are distinguished by the name of deputies (*adjoints*) to the adjutants general.†

5th,

* There is scarcely any division where there is not more than one adjutant-general. In such case, the commander in chief employs them either by confiding to them an advanced guard or even a brigade, or in distributing, according to circumstances, different functions of the chief of the *Etat-major*, such as what is properly termed the active part; the details relative to subsistence, clothing, hospitals, &c. &c.

† The mode of nominating these officers demonstrates how much the importance of their duties has been felt, since, in order to arrive at this station, it is necessary that these officers should obtain at once the confidence of the adjutant-general who demands them, of the chief of the *Etat-major* who accepts them, and of the minister of war who commissions them according to the decision of Government.

With respect to the business of the chief of the *Etat-major* and his assistants, it is not possible to determine the difference between them. An assistant may do the same service as the chief of the *Etat-major*. His signature, preceded by these words, *by order*, has the same force as that of the adjutant-general. It is understood, nevertheless, that the signature belongs to the chief when he is upon the spot, as well as every thing else which may either be, or appear to be of importance, and that the simple framings or drafts, the superintendence of the office, the conducting of columns, the reconnoitring, &c. and in general every thing

5th, Of the officers of engineers attached to the division; and who, although not employed

thing that belongs to the detail of this service, are most naturally within the province of the staff officers.

I have often asked what could have been the cause, which notwithstanding the importance of their duties during some years at least, could have weakened that respect or importance that the officers of *Etats-majors* enjoyed at the commencement of the war, and which for the good of the service they ought to have always enjoyed; and I have found no solution of this question, except in the manner in which they have been multiplied and chosen at periods when opinion was less favourable to them.

In the first campaigns, domestics and women of questionable reputation who were allowed to wear uniforms and epaulettes, were admitted into the *Etats-majors*, or Staffs. The generals were almost daily renewed, and several of them left officers of their own appointment behind them; the number of these latter was still further augmented by the effect produced by the resolutions of the representatives of the people, and according to which, various descriptions of military persons were admitted into the *Etats-majors*, which became equally the asylum for the aids-de-camps or assistants of generals or adjutants-general that had been killed or wounded.

At length the Government adopted measures to correct this abuse: but the numerous creation of generals in the year 1793, continued the same disproportion between the number of officers of *Etats-majors* then existing and the number actually necessary. The confusion between them became still greater, whilst to be a deputy or assistant it was no longer necessary to be an officer, and that by this means men were employed not only without skill, but even destitute of the means of acquiring it.

These causes combined infused a species of dislike against officers of *Etats-majors*, and the reproaches which were

ployed in the office of the *Etat-major*, belong,
nevertheless,

were uttered against a few individuals were very speedily exaggerated and rendered general.

There happened in this respect to the deputies of the *Etat-major*, what usually happens in all cases that draw public or private attention; envy and jealousy added calumnies to dissatisfaction.

But in the career of arms there are moments when all passions are silent. These moments are those of danger. There are also those where the officers of *Etats-majors* have better opportunities of making themselves known, and of proving their competency to the situations they occupy.

In fact, informed nearly as much as the general himself of the force and condition of the troops and the position and force of the enemy; knowing also, daily, the object which the general has in view; occupied in traversing incessantly the field of battle; seeing, personally, every thing that passes; why should they not be also capable of occasionally giving advice of the utmost utility to the officers of the different corps, who in an affair only see what passes in that part where they are stationed, and who from this very circumstance may upon some unforeseen and difficult conjuncture commit great errors, even with the purest and most zealous intention, and even although possessed of eminent military qualification.

But backed by some respectable authorities, we shall advance still further, and observe, that as the face of things may change from one moment to another, and that as in the same space of time, an order which was necessary may become fatal, it would be desirable that a general should empower an officer of the *Etat major* to modify occasionally, and at his discretion, any order intended, for instance, to a distant corps or detachment; but then it would be requisite, that this officer should sufficiently warrant this confidence, so as that upon his report the general may consider himself as sufficiently instructed

nevertheless, to the *Etat-major* ; the uniform of which they partly wear.

6th, Of all the officers entrusted with the correspondence* of the army or staff officers, whom the chief of the *Etat major-general* attaches particularly to an *Etat-major* of division, where the extraordinary pressure of the service compels the general of division to make

instructed and in a condition to take his measures accordingly. Under this supposition, the most distinguished reputation would soon become the reward of the most signal services, rendered by the officers belonging to the *Etats-majors*.

We may add, further, that what in the minds of many military men has most injured the officers of *Etats-majors*, is the very improper tone with which some of them have been reproached. Persons may forget an injury, but they never pardon affronts to their vanity.

By way of further observation upon this subject, military men frequently judge of generals by the behaviour and address of those officers who are about them. Generals of course must themselves be interested with respect to those about them, that they never deviate from that scrupulous delicacy which amongst military men (particularly where every thing either is, or ought to be delicate) either is, or ought to be religiously observed.

* Those officers whose immediate functions are to correspond and communicate on the necessary objects of service, are selected from the different corps by the chiefs who command them, according to the requisition which is made by the general or commander in chief. Pursuant to the regulations, this service ought not to be reckoned by them but as occasional labour ; but in fact they generally remain with the general as long as the corps, of which they form a part, remain in the division or in the army.

an

an addition (at least provisionally,) during the operations of an active campaign.

7th, Of the secretaries to the *Etat-major*, the first of whom is called chief of that department.

8th, Of the commandant of the place selected for head quarters.

Such is the composition of the *Etat-major*, properly so called;* that is to say, the aggregate or totality of officers composing it, and which the law attaches to generals commanding divisions, to second them in their operations, and particularly to supply their places as occasion may require, and to render them assistance on every thing which relates to the details of the office, and of actual service.

* I have often thought that we might distinguish under the denomination of head quarters the totality of generals and officers attached to them; and under that of *Etat-major*, all the other officers who by the nature of their duties follow the movements of head quarters.

PART THE SECOND.

OF THE PRINCIPAL OBJECTS OF SERVICE
IN THE ETATS-MAJORS OF DIVISION.

THE duties of a chief of the *Etat-major* of a division, and of his deputies, vary as perceptibly and essentially, according as the army halts or takes up its quarters, marches, or fights; thus the halting or being quartered, marching, and fighting, constitute the natural division of this subject.

CHAPTER I.

Of the Duties of a Chief of an Etat-major, or Staff, during the period in which an Army, halts, or takes up its quarters.

WE understand here by the term *takes up its quarters*, which the French call *repos*;* the

* In this and in some other articles we speak only of the chief of an *Etat-major*, although we have previously advanced that he is always surrounded by several other officers who participate his functions. We have adopted this mode because, strictly speaking, it is the chief of the staff only to whom the responsibility is attached, or because, in fact, the other officers act only by his order and in his name.

time

time that a body of troops, or an army, remains stationary in the same place, when this time exceeds that of a simple halt.

In this situation the duties of a chief of the *Etat-major* are of an active nature, and appertain chiefly to official transactions or matters of business.

§ 1.

Of the active Part when the Army Halts or takes up its Quarters.

THE active part, when the army is thus stationary or at rest, comprehends every thing which is not in writing, and consists particularly,

1st, In going every morning to the commander in chief, properly prepared, to give him an account of the position of the troops, to lay before him the general statements; and the written report of the commanding officer of the place where head quarters are established; every five days the extracts from the daily reports of the troops of the division, and the general report directed to be given in every fortnight, on the morning of the fifteenth; to report to him every thing relative to subsistences and distributions; to submit to

D

him

him the furloughs, leaves of absence or other requests made by the corps of the division, or the soldiers who compose them; to inform him of the business and operations performed in the twenty-four hours preceding; to communicate to him the orders which have been issued, and the instructions added thereto; to lay before him those articles which are to constitute the daily orders; to collect those which the commander in chief may deem it necessary to add; and finally to receive his orders.*

2d, To

* When the commander of any division is exchanged, the chief of the *Etat-major* should apply to the new commander, and at the same time should present to him the report as specified underneath.

1st, The statement of the situation of the troops of the division; that which relates to the artillery in all its branches; statement of the park, &c. also of the officers composing the *Etat-major*, or Staff.

2d, The organization of the division; that is to say, the composition and distribution of the brigades.

3d, The report of the military position of the division and of the enemy, together with an account of the disposition of the inhabitants of the country which he occupies.

4th, The state or condition of the warlike stores, in reserve, in the arsenals, forts, &c.

5th, The list or statement of the wants of the division in cloathing, equipment, necessaries, arms, horses, &c.

6th, A report upon the general resources of the country.

7th, The state of pay.

8th, Statement

2d, To place and to distribute the troops whether in camp, cantonments, &c.

3d, To visit the camps, cantonments, quarters, prisons and military hospitals.

4th, To superintend the distributions, in what relates both to qualities and quantities.

5th, To communicate with the civil authorities, with respect to every thing not necessarily a subject of order or correspondence.

6th, To accompany the commander in chief in his circuits, reviews, reconnoitring excursions, &c.

7th, To make, or order to be made, the reconnoitring parties, visits of cantonments and circuits, in conformity to superior directions.

8th, To be present at the inspection of the guards, picquets, and detachments, in whatever mode such inspections are made.

9th, To visit, whether by night or day, the main guards and advanced posts.

10th, To inspect, during a siege, the troops ordered for the trench, &c.

8th, Statement of courts-martial and of the revision that may have happened in the division.

9th, The composition of the military commission, if there should be any.

10th, The organization of each military administration.

11th, The general report of the division for the campaign, and up to the day when it is transmitted.

These three latter articles not being in the direct line of his duties, a chief of *Etat-major* will be always at liberty to conform to, or reject. His zeal for the service will be his only guide with respect to this. We have therefore only set them down in this place, because we wish to have nothing omitted.

§ 2.

Of Official Transactions or Matters of Business.

In official transactions or matters of business, which must necessarily be committed to writing, the duties of a chief of the *Etat-major*, are comprehended under the following heads:

1st, In perspicuously and precisely framing all the orders which he receives, and all those which he issues.

2d, In the prompt dispatch of those orders.

3d, In transmitting the parole to all the troops of the division.

4th, In drawing up and framing the particulars for general orders, and transmitting them when so drawn up.*

5th, In

* By way of diminishing the labour of the office, the troops which compose the garrison of head quarters, and

5th, In the arrangement and distribution of all those objects which are ordered to be given out amongst the different corps or detachments composing the division.

6th, In an active correspondence with the commissary at war, for every thing which relates to subsistences, distributions, cloathing, equipment, hospitals, surgical staffs or *ambulances**, magazines, &c.

7th, In the framing and subsequent examination of all furloughs or leaves of absence which are to be, or which actually have been granted by the general of the division; in that also of all demands which the corps or military persons detached from them, transmit to the general *Etat-major*, or to the minister at war, relative to their wants or demands; in the examination of the several demands for arms or ammunition, which the different corps either furnish or ought to furnish, through their respective channels of communication; in the framing, &c. of the statements of pay of the corps, whether current or in arrear; in the

and those posted at hand, may be ordered to send every day, at a fixed hour, their adjutants or *fourriers* to take copies of the general orders at the place where the chief of the *Etat-major* resides.

* *Ambulance* means the surgical staff, or persons belonging to the flying hospital, who attend the army on foot to dress their wounds in the field.

preparation of statements of the losses of the foldiers of the divifion; in preparing the ftatements of pay of waggon mafters of the corps, and waggon mafters of the divifion; ftatements confifting of certificates from the latter, containing the name of the individual, and the fum due, and expreffing for what time; in preparing the ftatement of payment of military or other labourers employed during the campaign, whether at the trenches, or in works of attack or defence.

8th, In the neceffary meafures that are to be taken for replacing arms which are damaged or loft; and for preventing the failure of warlike ftores.

9th, In making up the daily ftatements and thofe of the fifteenth; ftatements for the commiffaries, or fuch other ftatements as may be, neceffary or demanded.

10th, In the receipt of billets by which the chief of the *Etat-major* may be fully fatisfied with refpect to the diftribution of effective cavalry and the moment of its arrival; and in the making up of thofe by which the feveral commanding officers may know the hour the orderlies quitted the *Etat-Major*.

11th, In making up the orders for general or particular movements, and fending them

them to all persons concerned in their execution.

12th, In the daily and succinct report of all the business which has been transacted.

13th, In preparing, signing and transmitting lists of all the members of courts-martial and revision, and of military commissaries when such are appointed; the whole agreeable to the will of the commander in chief.

14th, In the classing of complaints, accusations, processes or verbal depositions, and other documents of this nature, either for or against military persons, or other persons employed in the army.

15th, In the dispatch of these different documents to the council of war.

16th, In taking particular care to insert in the general or brigade orderly books all those orders which may not have been obeyed or executed.

17th, In dispatching all sentences or decisions to the general commanding the division, and the chief of the general *Etat-major*.

18th, In the minutest exactness, and the most perfect order in every thing relative to the correspondence, registry or classification of such papers as it may be necessary to preserve.

19th, In the general report of all the movements and operations of the corps which compose the division.

20th, In drawing up the instructions, watch-words, &c. of the principal posts.

21st, In the punctuality of giving such communications as may be applied for by the families of the military persons of the division.

22d, In the distribution of service between the corps which form the garrison of the place where the head-quarters of the division may be situated; such distribution to be made according to the demand of the commanding officer of the place, and so as to equalize as much as possible the duties of the corps.

23d, In the demanding of such men as are destined to serve as a safe-guard, observing to take them according to the roster in each brigade, and for this purpose keeping an exact account of the distribution.

24th, In the receipt of the daily statements, and those of the fifteenth, the detail of the guards and detachments furnished, during the 24 hours by the corps of the division; in taking particular care to give written receipts for every thing which has been transmitted, marking upon such receipts the times when received,

25th, In

25th, In receiving and classing during sieges, the daily reports of the officer charged with the business of the trench ; this report should contain the note of all orders and certificates which he may have given, as well as the state of the killed and wounded, corps by corps.

26th, In keeping a statement of prisoners of war captured by the enemy. This statement should be always made for each corps separately ; and consequently the return of men captured by the enemy should be sent every twenty-four hours to the chief of the *Etat-major*, by the commanding officers of the different corps.

27th, In the signature of every paper which goes out of the office of the *Etat major*, and especially of every thing sent to the minister at war and to the generals.

28th, In the minutest punctuality in giving notice of the movements of head-quarters, to all the persons who march with head-quarters, such as the commanding officer of artillery, the commissary at war for all the administrations, the governor or commandant* of a fortified town or place, the presidents

* The *commandant* of a place is an officer appointed in a town or other place, to superintend the execution of the

sidents of councils of war, general courts-martial and revision, the officers of engineers, &c.

A chief of the *Etat-major* should omit nothing to enable him to cover a responsibility which must necessarily be attached to duties so complicated, and which from the nature of events, may frequently assume so high a degree of importance; for this reason therefore, in addition to those feelings by which he ought to be actuated, of duty, zeal and honour, he should lay down, and invariably adhere to, the most exact and methodical arrangement of business.

With regard to this, we would propose the following method which has been sanctioned by experience.

1st, A chief of *Etat-major* should always have about him a cahier, or stitched book, in which as far as possible, he should write from oral communication with the general commanding the division, all the orders he receives of him, and upon which the general should sign the orders after he has given them, so that

the laws and military regulations, relative to its interior discipline, police order, &c. A description of the duties of this officer will be found in a subsequent page.

there

there may never be any orders merely verbal.*

2d, He should have a register or entry of the correspondence of the division, containing the dates, place from whence they come, hours and numbers, and the names and addresses of all those to whom letters with his signature are transmitted.

3d, Another register of correspondence with the minister at war, the head quarters, the commissary general, the general of artillery, &c.

4th, A register containing all the orders he gives or transmits. At the foot of each letter, should be inserted the name of the orderly, or messenger who is the bearer of it, his rank, corps he belongs to, with the hour and date of departure. In many offices of *Etats-majors* a register has been kept relative to orderlies, wherein, exclusive of these details, the place where each packet is sent to as well as the number of receipts is minuted.

* This practice should never be departed from, but in a case where there exists the highest confidence between the chief of the *Etat Major* and the officer commanding. In this latter case, the former may be satisfied with having the different registers examined and approved every ten days or fortnight, by the commander in chief of the division.

The

The article respecting receipts is moreover a business which the chief of the *Etat-major* should least neglect. Frequently military men who receive letters, content themselves with sending back the cover by the bearer, who very frequently dares not demand a receipt, and by that means runs the risk of implicating, or calling in question the person from whom he received the orders. To remedy this abuse, or that of obtaining only, receipts without dates, it will be necessary to have printed receipts, properly filled up, by which means the person receiving a packet or order, has nothing more to do than to sign the receipt annexed to it. Where the object of the letter or packet is secret, the receipt is put in the letter or packet, and the orderly takes it sealed up.

5th, A register where all the general orders issuing from the division may be exactly entered.

6th, A similar register for the general orders of the general *Etat-major*. As it is impossible to quit an office without leaving a register or entry of the general orders; a chief of *Etat-major* should be particular in keeping such register.

7th, A

7th, A register of the various statements, where may be found all those which he has furnished, relative to the wants of the several corps or other objects.

8th, A register containing precedents of the different statements which it may be necessary to produce.

9th, A register particularly adapted to the business of councils of war, and the correspondence which they may occasion.

10th, A register or entry for the secret department, that is to say, a register containing, 1st, the instructions given to spies. 2d. The reports made by them. 3d, The particular information that can be collected by interrogating the most intelligent of the inhabitants of any country which has been over-run. 4th, The reports of the officers charged with discoveries and reconnoitings; and 5th, The topographical reports furnished by the officers of engineers or others. *

11th, Cartons, port-folios or cases, where all papers may be exactly classed, and particularly those transmitted by the generals, the ministers and the general *Etat-major*.

* This register carefully kept, will become very precious on account of the valuable materials for history, which it must necessarily contain.

contain every thing necessary for the business, and that such a box, or desk, is indispensable, considering the frequent removals from place to place which occur in the operations of an army.

To facilitate business still more, and to avoid those omissions to which men are so often exposed, from a multiplicity and complexity of business; a chief of *Etat-major* should further have in his office a stitched book, containing the following tables.

1st *Table*. Arrangement of business for the *Etat-major*. This table should contain the distribution of business amongst the secretaries or clerks, the tour of service of the officers, and the particular orders which it may be found necessary to add; to which should be annexed an order to all the officers and clerks to have always about them (but principally during a campaign) pens, ink, paper, &c.

2d *Table*. State of quarters, containing the addresses of the generals, of the *Etat-major*, of the officers of the *Etat-major*, of the chiefs of the corps, of the commissary, of the paymaster, of the presidents and reporters, of the military post-office, of the waggon master, of the governor or *commandant*, of the president and reporter, of the councils of war and revision, of the officers of engineers, &c.

3d *Table*.

3d *Table*. A list of those persons who are to receive the paroles, and the days when they are to be sent.

4th *Table*. Of persons to whom the general orders are to be transmitted.

5th *Table*. Note or memorandum of the different statements to be transmitted, and the persons to whom they should be addressed.

6th *Table*. Statement of the temporary commanders, containing the force of their detachments or garrisons, the extent of ground which they cover, and an abridgement of the particular instructions which have been given to them.

7th *Table*. Statement of the troops of the division. Actual and effective force.

8th *Table*. Disposition or station of the troops, containing the camps, night guards, or bivouacs, garrisons and cantonments.

9th *Table*. Service of the division. State of the principal posts, piquets and patrols to be furnished, according to the daily request of the governor or *commandant*; state of the superior general officers of the day and piquet, and who are to be appointed; the general officer of the day is to be appointed by the General. The chief of the *Etat-major* should make known the names of the chief of brigade, and the two chiefs of the squadron or
battalion

battalion for the piquet service, as well as the superior officer of the day through the brigade. These appointments should be made in succession upon the list, according to the seniority of each of these officers, under the controul of the chief of the *Etat-major*.

10th *Table*. Containing instructions to outposts, sentries, &c. with the watch-words.

11th *Table*. Containing, according to seniority, the names of the chiefs of the corps, and the superior officers of the corps of the division.

12th *Table*. The persons who compose the two councils of war and the council of revision : exclusive of this, the chief of the *Etat-major* should have a stitched book, containing day by day, the names, ranks, corps and companies to which the orderlies belong, whether mounted or otherwise, which are in the service of the *Etat-major*.

In using these precautions, a chief of the *Etat-major* will be sure to omit nothing, and can never be disagreeably implicated ; in all cases, by keeping, in this mode, proper vouchers, it will be always easy for him to exonerate himself, by his exactness and precision, whenever it may be deemed necessary to demand an account of his labours.

CHAPTER II.

Duty of a Chief of Etat-major in Marches.

WHEN the whole army transports itself from one place to another, it may be considered under different points of view : 1st, with respect to its general harmony of movement ; 2d, with respect to the order which ought to be observed in such movement ; 3d, relative to the particular measures which render such movement necessary.

As the first of these relations belongs exclusively to the art of war, we shall here confine ourselves to speak of the two others ; and as every thing that appertains to marching, forms in itself alone a very important and complicated branch of the art of war, we shall present, upon this subject, all the details necessary to constitute a complete summary of every thing which a chief of the *Etat-major* ought to do, to avoid all disorder * in the march

* As every movement or change of place naturally tends to disorder, upon a march particularly, a chief of *Etat-major* should employ all his attention to prevent this

march of columns, and to fulfil the aggregate of his various duties.

We have observed, in the preceding chapters, that the chief of *Etat-major* was charged with the dispatch and drawing up of all orders, the principal merit of which is perspicuity. We may add, that the route instructions or marching orders, at the same time that they should present nothing obscure or doubtful, should be particularly framed with such strict precision and economy, as to contain only such words as will exactly express all that is necessary, leaving nothing doubtful or unexplained.

One false movement may be attended with such terrible consequences, and these may be so very easily occasioned, by a vague or diffuse style, that every person, charged with giving or transmitting orders of this nature, should employ his utmost attention to

this, by wise dispositions; that is to say, he ought to be more particularly vigilant, that, in the labour confided to him, nothing important should be forgotten; that the correspondence should not be exposed to any delay; that each order should arrive in time; that the statements and reports, the general report, &c. should depart and arrive daily; that no paper should be mislaid; that the entry or register should be scrupulously made out. But as this object can only be attained by means of experienced secretaries or clerks, nothing should be spared or neglected to obtain such as may justify confidence.

avoid every thing that may occasion this mischief.

For this purpose, a chief of *Etat-major* should not confine himself merely to orders; but should add such particular instructions or explanations which the passage of the troops may render necessary; such, for example, as those which relate to the precautions which may be requisite, the most advantageous dispositions, as well as fixing the hours of march, the places for halting, and even the quarters where the troops are to pass the night; and these things should be done, although all the particulars may not be mentioned in the order.*

All these proceedings become so much more necessary, in proportion as the corps or detachment may be at a greater distance from the main body, or exposed to some danger or attack, and as the expedition or movement is of more or less importance, or is intended

* These, when they are secret instructions, are only addressed to the Generals or Commanders of columns, corps, or detachments upon march, and form the secret part of the movement. Under this supposition, a chief of *Etat-major*, exclusive of its immediate instructions, should prepare, for each column, an ostensible order, containing that of battle only; that is to say, the place which each corps is to occupy, during the movement, and dispatch a copy of this latter order to each general officer, or commander in chief of the army.

to be executed at a greater distance from the corps of the army, or of the division.

One thing, which in marches is necessary towards preserving good police, order, and discipline, is not to suffer the fourriers, quarter-masters, serjeants, or persons, who, either for quarters, encampment, or provisions, precede the columns, to go at random.

The chief of the *Etat major* may then, in his order for departure, command all the serjeants of the corps of the division, appointed for this duty, as well as the quarter-masters, to repair one hour before the troops, to the place appointed for the assemblage and departure of the column, there to form themselves into a battalion, each platoon commanded by a quarter-master, and thus, under the orders of the commanding officer of the piquet, or of any other superior officer, to repair to the place appointed for quarters,* there to attend in order

* If distributions are to be made during the march, (which very frequently happens) the *fourriers* should halt at the place where these are to take place; so that, the moment the column arrives, the lots should be prepared, and there should be nothing more to do than to distribute them, which might be done during an halt. In this case, the troops should not begin to put themselves in movement until half an hour after the departure of the *fourriers*, or one half of the *fourriers* should continue their march, to proceed and prepare the lodgings, whilst the other half might prepare and divide the subsistences.

of

of battle, the chief of the *Etat-major*, and receive his orders relative to the distributions, quarters, &c. This battalion of quarter-master serjeants should be accompanied on its march, by four drummers, who are to return to their respective corps, when that duty is performed.

After having given out all the orders which belong to the civil or official department, the chief of the *Etat-major* should repair to the ground chosen for assembling the troops, and he should do this in sufficient time ; first, to see the departure of the advanced guard, and the battalion of quarter-masters ; and secondly, to wait the arrival of the column, and to place the different corps or detachments which compose it, after which he should attend the General, to render an account of every thing, to receive his orders, to present to him the officer of the *Etat-major*, who is to march with the column, and to make his previous arrangements to provide quarters for the division ;* to chuse, with the officer of engineers,

* According to the nature of the quarters, the chief of *Etat-major* should divide all the disposable houses, after reserving the best for the Commander in Chief, into three classes ; the General's, the *Etat-major's*, and the Commander of the Artillery, should be disposed in those of the first class ; the officers of the *Etats-majors*, the chief of the corps, the commissaries, the *commandants*

engineers, the posts which are to cover it, and to regulate, in concert with the commissary at war, every thing relating to the subsistences,* forages and other objects of distribution.†

In forming columns, the chief of the *Etat-major* should take care to have at the head of each, at least fifty workmen, to repair the roads.

During the march, he should take care to make the troops preserve the order in which they departed from the camp, or from the point of rendezvous.

dants, the members of the councils of war and revision, the officers of engineers, the waggon-master, the flying hospital, the post, &c. and other persons employed in that of the third class. With respect to the rest, he may either give specific written billets, or chalk them, according to circumstances.

* The fatigues of marches dispose the troops to so much discontent, that the least irregularity in the distributions, is sufficient to produce the greater disorders.— For this reason, the chief of the *Etat-major*, sharing with the commissary at war the weight of all responsibility in this respect, should neglect no means to convince the troops of his zeal and assiduity, to procure them without delay, every advantage which the law and the circumstances of the case will permit.

† If the general, who is to command the column, should not have reached the ground or quarters from which it is to move, no delay must be occasioned on that account, but the column will march, and be subject to the orders of the next officer in command, who may be present.

All the horsemen should keep themselves to leeward. An officer should go one hundred paces before the column, to reconnoitre the road, and to point out to the officers and other persons on horseback, the passages to the right and left of the bridges; and this by way of accelerating the passage.

In defiles, all the horse should pass the defiles either at the head, or in the rear of the battalions.

No carriage, or carriage-horse, should be suffered in columns of troops.

If the troops are to be quartered on the inhabitants, the chief of the *Etat-major* should assign to each corps its particular quarters and place of alarm. If they are to be cantoned, he should divide and distribute them in the surrounding communes. If they can be put in barracks, he will distribute them in barracks; and lastly, he should chuse a ground proper for their *bivouacs* or encampment, if they are to encamp or to be upon night-guard.

If the troop is to be cantoned, he should take care to have a guide from each commune, to conduct each corps to its cantonment.

If the troops are to keep night-guard, or
bivouac,

bivouac, to encamp, or be placed in barracks, he should leave guides upon the road, especially at those points where several roads intersect each other, or rather should send them before the column, to conduct it towards the ground which has been chosen, where he should himself remain, to trace the camp, to see the dirt and rubbish cleared away, to place the advanced guard in the posts which are to cover the army, and to distribute each corps in the station appointed for it by the commander in chief.*

As a body of troops encamps generally upon more than one line, the chief of the *Etat-major* should be attentive, (after having traced the camp) to regulate and superintend the necessary labours for establishing easy communications between the lines; and he should be vigilant, that his orders in this respect should be executed by the officer of engineers. Generally, in whatever mode the troops may be divided, the chief of the

* In all these different cases, he should send every day to the quarter-masters the billets for quartering their several corps, if they are to remain in garrison, or the names of the villages allotted to them, if they are to be cantoned.

Upon the arrival of the general, he should transmit his written report, containing the district or position of the troops, the list of their quarters, and the statement of subsistences.

Etat-major

Etat-major should incessantly bear in mind this most important object; and, according to his own personal observations, or the orders of the commander in chief, he should direct the officer of engineers, to execute all the labours of this description which may be deemed useful, such as, according to circumstances, to open, cut, or change a road; to raise or level abbatis; to construct or pull down bridges, &c.

The pioneers, sappers and miners, should be the first persons employed upon these labours; if these should not be sufficient, each corps of infantry should send thither, in pursuance to the orders of the chief *d'Etat-major*, a sufficient number of workmen. With regard to tools and implements, the workmen should first take all those which they can find in their corps; and if there should not be sufficient, the necessary number must be furnished by the commander of the park, for which a receipt should be given by the chiefs of the corps, each for their own detachment, giving information of this proceeding to the chief of the *Etat-major*; these implements should be always restored or paid for by the corps or detachment to which they may be lent.

The chief of the *Etat-major* is to determine, or at least to approve, the placing of
the

the guards, the equipages, clearing or unloading the carts and waggons, the destination of the former guards, and the rendezvous of the new ones.

He should also point out the ground where the sutlers, tradesmen, mechanics, &c. are to encamp. This ground should be chosen in preference upon the way leading to headquarters; and each profession should have his particular quarter assigned him.

These previous dispositions being arranged, the chief of the *Etat-major* should give his orders, that the officer of engineers may cause the roads to be reconnoitred and prepared, or repaired, for the movement of the following day.

Exclusively of the dispositions above mentioned, the chief of the *Etat-major* should make such further arrangements, that the moment when the column arrives, the general orders and parole should be in readiness to be sent to the generals, to each corps, &c. as well to diminish the service of the orderlies, as to avoid all delay or mistake.

CHAPTER III.

Duties of an Etat-major in an Affair or Action.

WE understand, by the term affair, or action, every engagement which takes place with an enemy. There are three things in an affair, which particularly concern the chief of *Etat-major*; and these are, 1st, provisions and forage; 2d, stores; 3d, the attention due to the wounded:

1st, It is his duty, in concert with the commissary at war, so to arrange the arrival of the subsistences, that either before or after the affair, the soldier may receive every thing allowed to him; and that, as far as is practicable, he may have a meal before he goes into action.

2d, He should know the state of the park, and the quantities of stores in hand, that he may procure for the troops proportionate supplies, as those in hand become exhausted.

3d, And lastly, it is his duty to secure a sufficient number of carriages, that there may be no unnecessary delays in transporting the wounded. With respect to the service of
the

the surgical staff, he should be attentive to provide a sufficient number of surgeons, and apparatus or bandages, for dressing the wounds; and that there should be always the necessary number of men to take care of the wounded and to bury the dead.

As far as relates to ammunition, it is his duty to form two parks, in the moment of an affair; one of reserve, and the other composed only of a few caissons, which should follow, at a small distance, the troops who are intended to pour in the heaviest fire.

If the caissons are in danger of being burned or taken, such parts of the ammunition, which he may wish to keep nearest at hand, for the troops wanting such supplies, may be loaded upon carts, horses, mules, &c.

The principal object of this measure is to prevent the soldiers from quitting their ranks in action, under the pretext of getting a fresh supply of cartridges.

The chief of the *Etat-major* should take particular care to collect together such a number of the inhabitants of the country to carry off the wounded during an affair, as may be necessary for that purpose.

He should have this precaution communicated to the troops, through the medium of general orders. He should make them sensible

sible of the inconvenience that might arise from permitting soldiers to quit their ranks in the heat of action, to take charge of their wounded comrades. He should remind them, that such a proceeding doubly weakens the corps which are engaged, and thus cannot fail to expose those brave men, who are intent only upon the duties dictated by a sense of their honour; he should also convince them, that such conduct only serves to furnish plausible pretexts to those who basely seek for some opportunity to get out of danger.

The strictest order with respect to this, will therefore necessarily result from these considerations.

He should also inculcate strongly upon the troops, how much, silence contributes to their success, by intimidating the enemy, and affording better opportunities to the superior officers to circulate the words of command; and to be well understood and obeyed.

The troops should always know where the commander in chief takes his post, and the situation of the ammunition, and the surgical staff.

If, as it sometimes happens, circumstances will admit of preparing the troops for battle, it should be done.

For

For this purpose, when an important battle is about to take place, whilst the general is endeavouring to give repose to his troops, to animate their ardour, and give a new tone of elasticity to a machine which is susceptible of so much relaxation ; while to attain this end, he judges it expedient to grant, as well to the several corps, as to individuals, every thing they have a just right to demand, multiplying the promises of promotion to the brave, as much as possible ; and, at the same time, holding out exemplary punishments for the cowardly ; the chief of the *Etat-major*, from the same motive, should be attentive that the utmost regularity should pervade every species of distribution.

It would be further a measure of prudence, not to permit soldiers to keep any other effects or necessaries than such as the law permits. This regulation will have the double advantage of alleviating their fatigues, by diminishing the weight of their burthens, and preventing the pillage of such property as they would be sure not to be permitted to retain.

In some particular cases, it might be adviseable to inform the troops whether they are to make or receive the attack ; what description of troops they are to cope with, and in what mode they are to engage ; and, lastly, it may be adviseable to apprise the superior officers

ficers of the principal movements which their corps or brigades may have to execute, in the most important contingencies.

But these general instructions, which may constitute a part of general orders, should be always so drawn up, that, whilst they tend to inspire courage and confidence, they may, at the same time, guard the soldier against that presumptuous security, which is frequently more pernicious in war than even the check that is its certain consequence.

The chief of the *Etat-major* ought always, during an affair, to follow the commander in chief, so as to be employed by him, whether in conducting columns, or carrying the most important orders, or finally executing the different missions upon which the general may think proper to dispatch him; such as bringing up one corps of troops to the charge, to rally another; to order an entrenchment to be thrown up, a battery to be constructed, to level a building, to burn a copse or underwood, to lay down a bridge, to make a fosse, to cut or to clear a road, &c.

As soon as the action is over, the first care of the chief of the *Etat-major* should be to reconnoitre the ground, to station the troops, and fix the head-quarters, according to the orders he has received, and to regulate and establish

establish the principal posts ; he should afterwards regulate the distribution of provisions ; collect together and send away the prisoners of war ; he should draw up and dispatch, according to circumstances, the general orders and orders of movement, or other orders, which the general may have to issue, as well as his general report ; and collect the reports and statements of each of the corps or detachments that compose the division.

PART THE THIRD.

NEW SUGGESTIONS OR EXPLANATIONS RELATIVE TO THE MOST ESSENTIAL OBJECTS OF SERVICE.

IN the preceding part of this work, we have pointed out, in a summary manner, the objects of service of the *Etats-Majors-divisionnaires* or staffs belonging to the division of an army. We should be involving ourselves in a formidable labyrinth, were we to pursue, through all their details, those events which might vary this service, requiring at almost every instant particular dispositions, and forming as many exceptions as there are general rules.

It is easy to conceive, that similar details relate still more to habits of business than to principles; that they particularly require a person calculated for the exercise of these functions; and the prudent writer, apprehensive of losing himself in the labyrinth of hypotheses, should stop short, when theory can no longer supply the want of practice.

We shall confine ourselves then (not to leave too large chasms in this work) to some observations

observations upon the most important parts of service, either within the office or out of it.

CHAPTER I.

Principal Heads of Service out of the Office.

THE following are the parts of service which we shall treat of in this chapter.

- 1st, The distribution of the troops.
- 2d, The subsistences and distributions.
- 3d, The high police, or interior government of the army.
- 4th, The circuits, discoveries, reconnoitering.
- 5th, The reports.
- 6th, The conduct of columns.

Article I. Of the distribution of the Troops.

THE placing or distributing the troops is according to our opinion one of the most important military operations. It is extremely difficult to decide with accuracy at the first *coup d'œil* or glance, upon every thing that contributes to the excellence of any position, and to determine exactly (between the different aspects which the same ground always presents) upon that position which absolutely embraces the greatest advantages.

To avoid being deceived upon such an important point, requires both theory and a *coup d'œil*, which can only be obtained by practice.* The officers of the *Etat-major*, who, from their situation, may be employed in placing the troops, should neglect nothing to qualify themselves for fulfilling this duty.

The whole art of positions consists in the talent,

1st, Of choosing a spot of ground, the extent of which shall be proportioned to the number of the troops who are to occupy it.

2d, To assign to each body or corps of troops that place which is most commodious for it.†

3d, To

* In our armies, where the soldier thinks and judges, nothing is frequently more difficult than the choice of a position. Faults of this nature are generally perceived, and seldom pardoned, by men who know that they are thereby deprived of the most necessary objects, at the same time that they are thus exposed to the greatest mischiefs.

† As the developements or illustrations of these general rules do not belong to our subject, we shall only observe, that from the forgetfulness of what has been just advanced, the rapid ruin of our cavalry has frequently been occasioned during a campaign, particularly of those corps of cavalry acting in divisions detached from the main body.

We have long been in the habit of putting these corps upon night guards, even when it would have been easy to have placed them in cantonment. Some persons have conceived that this *bivouac* was a measure of safety, as if
the

3d, To contrive a certain retreat, commodious openings, and a difficult access.

4th, To

the cavalry could act in the night time ; others, seduced by the flattering principle of equality, were apprehensive that the cantonment of cavalry might be supposed a favour ; some indeed considered the fatal method of these night-guards as constituting a part of our new tactics.

The abuse which we have here pointed out could not fail rapidly to destroy our cavalry, since 1st, At the night-guard the horses are always badly fed ; the damps or moisture alone being sufficient to change their forage into litter ; their oats are lost or become loaded with dirt, and from these inconveniencies, it necessarily follows, that the horses, not being able to recruit themselves from such great fatigues, by sufficient and regular feeds, grow lean and weak, and become exposed to all sorts of disorders. 2d, At the night-guard every thing belonging to the harness or accoutrements becomes very soon damaged ; besides this, the horses in rolling break their saddle bows, and hence occasion the accidents of the wither and galling. 3d, At the night-guard the necessary utensils for dressing are lost in the few first days ; the horses become badly dressed, from that time the hair becomes rough, the dirt penetrates, and adheres to the skin, and hence originate the itch and farcy. 4th, The horses arrive there generally by swimming, remain in the air and moisture, grow chill, and contract the dust, from whence come other maladies. Lastly, as there remain in general but few officers at night-guard, it frequently happens, that the soldiers there are very ill inspected ; that, under pretext of searching for forage, they either make nightly excursions, which injure their horses, or that they wander abroad, and leave them to themselves, where the horses, left alone, fight and kick, and become entangled—get away, and at length, by a concurrence of these disorders, the mischiefs above enumerated make a most rapid progress.

Every officer entrusted with placing of troops should, therefore, (except in those very few cases where this be-

4th, To secure the wings, so that the army cannot possibly be turned.

5th, To cover the points which the enemy menaces, and to menace those which it is his object to cover.

6th, To place, according to their respective wants, and near at hand for the soldiers, water, forage, straw and wood: articles which should never be wanting or be waited for, the least delay in the distributions necessarily encroaching upon the short time allotted for halts.

The details relative to these divers precautions may be found for the most part in the most esteemed of our modern authors.

Article II. Of Subsistences and Distributions.

THE subsistence of the troops should be

comes impossible) canton his cavalry, without which he can scarce ever hope to preserve it.

But in thus expatiating upon the important necessity to put the cavalry as little as possible upon this service, we have not forgotten, nor do we wish to have forgotten, those more cogent reasons which should make the infantry perform this during the operations of the campaign, when it can no longer be cantoned; for, not only this measure will prodigiously diminish the baggage of the army, and by these means render all its movements more easy and expeditious, but it will possess still further the incalculable advantage to obviate surprizes, which are at all times so fatal.

always

always an object of the first attention of a chief of the *Etat-major*. As his business in this respect is to be transacted with the commissary at war, they should, as far as practicable, precede the column in its marches. This is a measure of utility, and should never fail to be adopted when the means of transport or conveyance will admit of it. Independently of this precaution, bread should be always distributed at least one day in advance; a convoy of bread should also be made to follow the column, and to renew it at each distribution, so as to have fresh always ready. By this manner the army may be enabled to wait for a convoy that may have been retarded: the army will not be exposed to the inconvenience of being stopped for want of victuals, and a march may be forced or doubled, without exciting any murmurs, by making a proposition to give each soldier a ration extraordinary.

The same thing should be observed with respect to meat; an herd of oxen should be always ready in the rear of the column, and as far as possible some carts laden with brandy.*

The

* The subsistences are strictly in the province of the commissary at war; nevertheless, as it may frequently

The distributions should be always made under the inspection and according to the order of the chief of the *Etat-major*. If he cannot be personally present, he should exercise this inspection through the medium of an officer of the *Etat-major*, who should be appointed to act as his assistant, to take care that every thing is done in regular order, and to receive the complaints of all those who have any to make.

The officers of the *Etat-major* should particularly take care to prevent the distribution of meat before it is cold, in order that the weights may be exact,

ly concern the chief of the *Etat-major* to know what are the resources which a country may afford in provisions, forage, means of transport, or workmen, we shall here observe, in order to omit nothing, that it would be desirable that the assistants or deputies should take in their different courses the following notes:—1st, The names of the cities, villas, towns, villages, and farms, which they may pass, or in the neighbourhood of which they may go; and, 2d, Their strength in houses and population. If it be a country of forage, and what forage.—what exists in forage? If it be a country for horses, oxen, sheep, &c., what there is in herds, and means of transport. What is the species of industry of the country. If the country is in general rich or poor. They may judge from the exact knowledge they may acquire from the country and its inhabitants; from the observations, which zeal, intelligence and localities will enable them to make; what subsistences, &c. it would be possible to draw from it, and how much it might be reasonable to require.

The

The order relative to this part of service should fix the places, the hours, and the days of distribution: the objects, quantities and qualities. He should prescribe and establish the renewal of straw, when it shall be necessary; the distribution of roots or vegetables, shall be also contained in such order, as well as other articles of extraordinary distribution. When the straw is to be taken from the magazines, an officer of the *Etat-major* should march with the workmen employed for this purpose.

The forage frequently occasions great difficulty, on account of the scarcity which results from the waste that is frequently made of it. In order to prevent in the distributions those that arrive first, from carrying all away, the chief of the *Etat-major* should cause to be returned to him every evening the statement of the forage, the oats, or other provender remaining in the magazine, for the next day's distribution; and should himself determine the weight and measure of each ration, equalizing the distributions as much as possible.

If the division should remain stationary, he may regulate the distribution of oats and other grain, in the manner following viz.: oats, for Monday; beans, for Tuesday; barley, mixed

mixed with oats, for Wednesday; bran, in a double ration, for Thursday, &c. the whole according as the scarcity may be more or less.

*Article III. Of the *High Police, or interior Government.*

WE call the high police, or interior government, the superintendence which a chief of the *Etat-major* ought to exercise in the division to which he is attached, to attend to the punctual execution of the laws, orders, and military regulations.

Exclusive of this superintendence, the chief of the *Etat-major* is further invested with the right of making some appointments, and of pronouncing, in many cases, to which the law declares his competency.

The author of the military article in the Encyclopedia, in the order of subjects therein contained, observes of the term *Police*, that “the reason which has hitherto confined this to very few objects is, that it has been hitherto confounded with discipline.” According to this author, the police of armies should comprise the security of all those both within and without.

1st, The security of the army consists in

* The duties of the Provost-Marshal are comprehended in the High-Police. T.

preventing

preventing suspicious assemblies, in extinguishing in their birth, seditious propositions, and those arguments or discourses, which are but too frequent in armies, that tend to vilify the orders of the officers, and to bring them into disrepute.

2d, The security of camps is to be accomplished by taking care that the soldiers do not assemble in groupes; that they do not game, and that the night be passed in tranquillity in their tents; that there be neither fire nor light; and that after certain hours, there be neither dancing, nor games of exercise, nor drinking, nor women, and that the guards, patrols, and officers of police and the rounds, &c. fulfil their duty.

3d, The security of the soldier consists in procuring him, as far as is practicable, pure air, good water, wholesome food, and a regular allowance of it.

4th, Protection for the sutlers, tradesmen, and workmen, which, whilst observed, there will never fail to be abundance in the army.

5th, The tax, or contribution of eatables, which should comprize the price of them and the quantity to be furnished by each commune; the superintendance of the business or service of the post office, the necessary measures required for preventing the soldiers
from

from wandering abroad in the country to search for victuals, and the precaution to keep in the suite of the army, a bookseller to furnish the soldiers with good or proper books.

As far as regards the outside of the camp, its security consists in:

1st, The marches which are to be facilitated, and for which the necessary preparations are to be made by marking, or repairing the roads, cutting down the corn or other growing grain, and in taking care that every person remain in the place assigned to him.

2d, The camp which should be cleaned and set to rights, or cleared of all obstacles throughout their whole extent.

3d, The forages, for which the ground and the quantities should always be pointed out when reduced to green forage; and which the proprietors themselves should be compelled to furnish when it becomes impracticable to procure dry.

4th, The detachments whose conduct or behaviour should be placed under the responsibility of their chiefs.

5th, The inhabitants, to whom in justice as well as in particular policy, protection should be granted against acts of violence, thefts and plunder of every description.

The

The author of this extract looks upon the police of an army to be so very extensive and important, that he concludes by proposing the creation of a general and council of police, with a particular guard for the execution of their dispositions ; but without stopping at this article we shall only observe, that however extensive, and methodically presented, these requisite functions may be ; they nevertheless do not yet comprise the aggregate of those which constitute what is termed the high police ; for this reason we deem it necessary to observe, that the high police consists,

1st, In a right of inspection over the troops, and their conduct and behaviour over the service of corps, as well as over that of posts.

Over the cleanliness, good order and tranquillity of camps and quarters.*

And particularly over every thing which concerns, or in any degree relates to the health or good order of the soldiers.

2d. In the right of nominating the waggon master of the division, and of regulating particularly every thing belonging to the bag-

* It is the duty of the chief of the *Etat-major*, according to military regulations, upon the demand of the chiefs of the corps, to order the necessary utensils for cleaning camps or quarters to be replaced as they are worn out.

gage; that is to say, to determine in what mode it is to be transported, whether it is to proceed, be parked, &c.

3d, In ordering the state of the carriages, waggons, and horses, which are in the division, to be produced, for the purpose of ascertaining whether the number is conformable to that prescribed.

4th, In the reception of all demands relative to means of transport, whether made by the corps, or by such officers who through accidents or misfortunes should not be in a condition to carry their baggage.*

5th, All carriages which are not permitted, and which any individual, however high his rank, may retain in the army, contrary to the regulations, should be seized and conducted to the chief of the *Etat-major*; who, after having pointed out the prohibition, and as being entrusted with the high police, is to order them to be sold for the benefit of those

* Those soldiers, who from wounds or maladies may have occasion for means of conveyance for themselves, should also have recourse to the chief of the *Etat-major*, who will determine favourably upon their demands; but with a charge in all cases to conform to the dispositions of the articles 7 and 8 of the Title XXII. of the Regulations of 92.

To enable him to supply all wants of this nature, the *Etat-major* should take care so to arrange with the commissary at war, that there may be always a park of carts or carriages in the suite of the division.

the

detachments or guards who may have seized them.

6th, The appointment of sutlers for the head quarters belongs exclusively to the chief of the *Etat-major*; he is the person who should give to all those of the division their number or ticket; at the same time he should inspect the patents they have received from the councils of administration of their corps; it is also his province to punish all persons selling in the camp without being sutlers, or such sutlers who sell victuals of a bad quality, or those who sell too dear; in a word, it is his duty to regulate every thing belonging to their police.

7th, All sutlers, or dealers in provision apprehended for any other misdemeanor or delinquency whatever are to be conducted to him.*

8th, It is his place to regulate the number of bat-horses to be allowed to such sutlers as have no carriages.

9th, It is to the chief of the *Etat-major*, that all suspicious persons apprehended by the troops of the division should be conducted;

* The Military Regulations render this latter measure common to all persons acting as domestics or followers of the head quarters of the *Etat-major*.

the right of pronouncing whether there be sufficient grounds of proceeding against them, according to the military regulations, belongs also to him.

10th, All complaints, charges, denunciations, &c. against soldiers, or persons employed as followers of the camp or army should be addressed to him, in order to have the same transmitted to the first council of war that sits in the division.

11th, All complaints relative to clandestine forage, or disorders committed in foraging, should be particularly addressed to the chief of the *Etat-major*; who is to punish such disorders or irregularities, when they are not of sufficient consequence for a court-martial.

12th, To the chief of the *Etat-major* also, the commanding officers of the corps should every twenty-four hours, after the circumstance has taken place, give an account of such men as have deserted, or who may have discovered an intention to desert.

13th, It is the duty of the chief of the *Etat-major*, (after having caused prisoners to be delivered up to the military tribunals) to take the necessary measures for putting their sentences in execution, where these measures are not within the province of the governor or commandant.

16th,

14th, It is the province of the chief of the *Etat-major* to judge of the validity of captures made by different parties; from which it follows, that such captures cannot be sold without having been previously submitted to him.

15th, The partisans should also, upon their return to the camp, present to him the prisoners they have taken, that he may interrogate them.

16th, The chief of the *Etat-major* should also determine all the difficulties which may arise relative to the distributions, and which will not admit of being obviated by the commissary at war: the chief of the *Etat-major* being the natural advocate of the troops against the civil department or administrations.

17th, It is further to the chief of the *Etat-major*, that all the deserters from the enemy should be conducted upon their arrival.

18th, Lastly, it is the chief of the *Etat-major* who is to sign the orders, according to which alone a guard may suffer itself to be relieved, by a different troop, from that which was announced to relieve it in the orders.

Article IV. *Of Circuits, Discoveries,
and Reconnoitrings.*

OF CIRCUITS.

WE call that a circuit which a general either makes himself, or orders to be made by others, for the purpose of visiting the whole line occupied by the troops, or the places in which they are distributed; or further, the country which he commands.

The object of a circuit, is to ascertain every thing belonging to the military position of the troops, their service, and their police; the military establishments, such as the barracks, quarters, hospitals, and prisons; and finally, the resources of the country, together with its localities.

Circuits then are always made within the line of the troops, and it is in this particular, that circuits differ from discoveries and reconnoitrings.

OF DISCOVERIES AND RECONNOITRINGS.

DISCOVERIES are movements made by the troops of the advanced guard, in small detachments every morning, and sometimes evening as well as morning, to ascertain the position of the enemy, and the changes which may occur, or actually have taken place in it.

Reconnoitrings are extraordinary discoveries, frequently made by the general officers in person, or through their orders by the officers

cers of the *Etat-major*, or other persons appointed for the purpose. Reconnoitrings have always a particular object: in discoveries the roads only which are to be followed, are pointed out, and nothing more than a succinct account is demanded of the officers who conduct them; whilst the commanding officer of a reconnoitring party (when it is any particular officer) always is directed to follow written instructions, to execute a certain task, and to give in a written and detailed account. These instructions nevertheless, still constitute a portion of the duty of the chief of the *Etat-major*; and to be really useful, they should contain, exclusive of the motives of the reconnoitring duty, details relative to the ground, which is to be gone over and examined, upon the hazards to which it may expose, and upon the precautions or other measures of safety, which he who commands it ought to take, according to the different positions in which he may be placed.

The success of a campaign, and sometimes of a war, depends upon the manner more or less exact with which reconnoitrings have been made;" says the author of the article *Reconnaissance* in the *Encyclopedia*; but without dwelling upon this axiom which Feuquieres demonstrates by numerous examples; let us ascertain what are in war the objects of

reconnoitrings, and we shall find these to consist in the intentions which we have, or in those which the enemy may have in view; these consequently are,

1st, To reconnoitre a position, or a place, &c. which is intended to be occupied, or which is occupied by the enemy; the roads or ways which are connected with it; the woods, rivers, or marshes in the neighbourhood.

2d, To prepare the movements which are intended to be made, or to observe and follow those of the enemy.

3d, To examine particularly, a post, camp, or cantonment which is intended to be occupied, attacked, forced or surprized.

Sometimes also false reconnoitrings are made, but these are entered upon merely to deceive the enemy with regard to the movements which it is intended to execute; and this species of reconnoitring belongs more particularly to stratagems of war than to the article here treated of.

Article V. *Of Reports.*

REPORTS are exact relations, which it is the duty of the officers, employed to assist in an engagement, or to make a circuit or reconnoitring, to transmit in writing to the generals
whose

whose orders they have received and executed.

Reports may then be divided into reports of circuits, of reconnoitring and affairs.

On Reports of Circuits.

According to the position, and to circumstances, the report of a circuit may and ought to contain by division :

1st, The name of the division and that of its head quarters.

2d, Its points of support on the right and left.

3d, The villages or principal points by which the line is supported.

4th, The limits of the brigades, and the names of their head quarters.

5th, The camps, cantonments and garrisons furnished by the division.

6th, The place of general rendezvous.

7th, The posts of the different camps and cantonments, pointing out their effective strength.

8th, Their means of retreat, attack, or defence.

9th, State of the troops of the division.

10th, Total of the force.

11th, Disposition of the artillery park, equipages or stores.

12th, The place for distributing victuals and forage.

The other observations to be made in a circuit, and pointed out in a report are as follows :

1st, The force, position, and service of the division, brigades, camps, cantonments, garrisons or posts.

2d, The bridges to be cut or constructed; the roads to be opened or prepared for artillery, cavalry, infantry, and the ditches to be repaired, filled up or deepened, the canals to be stopped up or opened, the abbatis to be thrown up or removed, the inundations to be formed, augmented, diminished or restrained; and generally all the means of communication to be established or destroyed; to secure, facilitate or cover the different movements which may be expedient or necessary, such as entrenchments to be thrown up, varied or destroyed, &c.

3d, The manner in which the service is to be performed in general.

4th, The conduct of the troops, and what relates to their police, or interior management.

5th,

5th, The changes that take place in the distribution of effective forces.*

On Reports of Reconnoitring.

THE report of a reconnoitring should state
1st, The order by virtue of which it was made.

2d, The troops by whom it was made.

3d, The place of departure.

4th, The ground which has been traversed.

5th, Every thing which has been either heard or seen relative to the particular object of the reconnoitring ; whether such object be the position of the enemy, or the topographical details of the country.

6th, Other interesting observations which have been made.

7th, The report ought lastly to contain, hour by hour, the time taken up in reconnoitring.

On Reports of Affairs.

IN the report of an affair a general should be informed.

* The officer charged to make a circuit, is to carry all the orders requisite for obtaining the necessary information.

1st, The name of the division, brigade, or corps of troops who have fought, with the names of the chiefs or commanders.

2d, Their position before the attack.

3d, Their order of battle.

4th, The hour of attack.

5th, The points upon which it is made.

6th, The troops which commenced the attack.

7th, The false attacks which favoured the principal one.

8th, The precise hour or moment in which the critical periods of the affair occurred.

9th, The hour at which the firing ceased in the different points, and the ground that was traversed by the army.

10th, The position which it has taken, its strength and weakness.

11th, The roads which are connected with that position; the number of troops which may conveniently move through them; the repairs to be made; the ways which may be opened according to localities, either for an attack or retreat, or to facilitate communications; and those which it may be thought expedient to break up, &c. &c.

12th, The position taken by the enemy.

13th, The principal points of attack which
it

it presents; whether it is capable of being turned; what are the points it menaces; whether it requires many or few troops to watch, or to restrain the enemy within his position.

14th, The advantages which have been neglected during the affair.

15th, The faults which have been committed, the risks run, and those which should have been avoided.

16th, The brilliant actions to which the affair has given place.

17th, The issue or consequences of the affair.

<i>Losses Sustained.</i>		By the Enemy.	By the Army.
Men . .	{ Killed - - - - -		
	{ Wounded - - - - -		
	{ Taken - - - - -		
Arms taken - - - - -			
Cannon and Caiffons.	{ Taken - - - - -		
	{ Dismounted - - -		
Horses -	{ Killed - - - - -		
	{ Taken - - - - -		
Baggage	{ Money Goods Carriages } Taken		

The aim of every officer charged with making a similar report, should be to render it at once precise, clear, accurate and complete.

Article

Article VI. On the conducting of Columns.

WE here understand by the word *columns*, every corps or considerable detachment which executes a march. But the conducting of these columns (in which those destined for attacks are not comprized) constitutes only a portion of the service of the deputies of the *Etat-major*, for the double reason that these are not ordinarily very important operations, and because occasionally, for some days at least, they may separate the person charged with conducting them from the head quarters of the division, which a chief of the *Etat-major* ought never to quit.*

Nevertheless,

* It is necessary to state, in this place, that every thing we have to observe upon this article, does not in the remotest degree concern a column of troops marching under the immediate orders of a general officer.

In this latter case the officer of the *Etat-major*, who may be ordered to follow its movement, has only to confine himself to the execution of the orders he has received; but in this case he is frequently enough employed to put this column in movement. His duty in this respect consists in repairing, at the appointed hour, to the ground where the column is to assemble, and to pass along the whole of the line it occupies, to see that the corps, detachments, the artillery and baggage are placed in the order prescribed; and if not, to regulate their stations accordingly.

At

Nevertheless, as the conducting of columns essentially constitutes a portion of the service of the chiefs of the *Etat-major*, it would be leaving in this work a culpable chasm, if we were not to make some observations relative to this subject.

We shall consequently observe, that many motives may concur to render it expedient that columns should be conducted by officers of the *Etat-major*. Those which most naturally present themselves, and which constitute no part of private and particular considerations (into the examination of which we shall not enter) are—to accelerate a movement—to take all necessary measures for having it well executed—to prepare some particular instructions relative to this movement, or the mode in which it is to be executed—to superintend more particularly any corps or detachment, whose want of discipline may excite some anxiety,

At the moment when he is personally convinced that the order of marching has been punctually adhered to, he should transmit to the commanding officer of the advanced guard, of the main body, and rear-guard, the order to march, taking care nevertheless to calculate the intervals between these successive departures, so as to preserve the distances prescribed.

After having seen the whole of the column defile, he should march with it, or go and make his report to the general according to the orders he may have received.

anxiety, and may be deemed capable of compromising the service.

These motives become always more cogent in proportion as the movement either is, or may become, more difficult or tedious.

In order to understand the duties of officers charged with this sort of operation, it is only necessary to observe, in any similar case, what is the natural division of powers between the commanders of columns and the officers of the *Etat-major* who conduct them, and what ought to be the authority of both these.*

This examination will readily demonstrate, that the service of an officer of *Etat-major*, charged with conducting a column, and the service

* During the second year of the war of the revolution, where the responsibility was of a very serious nature, we have known commanders of a column, who said to the officers of the *Etat-major*, charged to conduct them, "You represent the general in speaking and in writing; you know his intentions; you have that information which we have not: in the name of the general it is for you to tell us what we have to do." When to command, became less hazardous; many of the same officers have said, "Ought we to be subjected to the orders of an inferior? let the officer of the *Etat-major* be in this place the eye of the general; to us he is no more than a bearer of orders."

It is thus that the discussion of opinions, completely opposed, and successively produced by circumstances and events, has eventually terminated by elucidating, and establishing the true principles of order.

service of officer commanding the troops which compose it, are extremely different. Every thing which belongs to the command of the troops, their discipline and interior police, their dispositions in case of attack, belongs to the province of the commander of the troops, whilst the deputy may have particular instructions and private orders: as for example, not to communicate, except from one day to another, the place towards which the column is to proceed, or the hours at which it is to march, &c. A case may even happen, where the deputy alone may know, in case of the appearance of an enemy, whether it is intended to fight or not; in the former case, how far an enemy is to be pursued; and in the latter, how the combat is to be avoided; the place of retreat, &c.

But independently of this supposition, the assistant or deputy, who has received orders to conduct a column, is always, and particularly charged with every thing that has any relation to quarters, subsistences, and other demands or requisitions which may be necessary for the column during its movement.

From these functions are established his right to demand a statement of the active situation of the troops which compose the column; and which should accordingly be transmitted to him.

Upon

Upon this principle it becomes his duty, through the medium of general orders, to inform the troops of the hour and places of distributions, of the description of the station they are to occupy, or the quarters which will be prepared for them, of the place of assemblage, and hour of departure of the column; and in short, of all other objects of detail which are within his province.

In places of quarters, or upon halts, the commander of the troops is to order the guards of police, and of safe-guard; and the officer of the *Etat-major* should demand of him those necessary for the magazines, and places of distributions.

Lastly, The assistant or deputy, should correspond with the chief, whose orders he is to execute, and with the officer to whom the troops are to be conducted, that these may be apprized of the departure and arrival, and other details of movement, as far as they may be therein particularly interested.

To leave nothing untouched upon, we may lay down another hypothesis: suppose the corps of troops, of which we have been just speaking, should serve as an escort to a convoy of artillery; under this supposition, there will be three distinct authorities: that of the commander of the escort; that of the officer of the *Etat-*

Etat-major, whose functions we have just been pointing out, and that of the commander of artillery, who always remains the director of all dispositions relating to his corps. In this case, the latter who is to choose and determine, in those places pointed out for halts and quarters, the placing of his park, regulates the order of its march, demands those halts which he judges necessary, and fixes the places for those posts, which are to cover his park, the artillery having now taken the lead in the command, and every thing that belongs to that corps demanding the knowledge of those details which its officers are exclusively presumed to possess.

CHAPTER III.

On the principal Heads of Service in the Civil Department.

IN this chapter we shall treat only,

1st, Of general orders.

2d, Of the parole and countersign.

3d, Of the statements to be prepared and furnished.

4th, Of the orders of movement.

5th, Of the secret department.

6th, Of the general report of the division.

Article I. Of General Orders.

GENERAL orders are those directions which are addressed daily to the different troops of an army; and by which those troops receive the information, orders, instructions, and other particulars, which the commander in chief, the chief of the *Etat-major-general*, the general commanding the divisions of which they constitute a part, and the chief of the *Etat-major* of the same division, have to communicate, and which they do not deem it proper

proper to make the subject of a general or specific order.

General orders may be divided into two heads, viz. general orders for the army collectively, and general orders for a division.

The first are drawn up at the office of the general *Etat-major*, from whence they are issued daily to the divisions, the general of artillery, the commissary general, &c.

The second issue in the same manner from the *Etats-majors* of divisions, to the generals and troops which compose the divisions; and should contain, exclusive of those particular dispositions, which are the objects of them, the copy of the general orders of the army. Both should be sent in writing and sealed up.—Each article should be distinct and numbered.

We may add this general observation, that with the orders of the day of a division, the hour when they were dispatched should be precisely mentioned.

The persons to whom they are addressed should give receipts for them, which are to be written with ink, and which should exactly mark the hour when they have been transmitted.

These orders should be dispatched every day at noon, so that they may be always dis-

H

tributed

tributed before the *tattoo*, and be read regularly.

Upon the register appointed for that particular purpose, the general orders of the division should be approved by the general, who will of course sign the memorandum of inspection placed at the bottom of each.

Discussions frequently arise relative to the persons to whom this paper should be sent. All the generals, adjutants general, commissaries at war, commandants or governors of places, stores, &c. contend, that the general orders should be transmitted to them entire; the fact is, that this is only the right of the general commanding the division; the other generals commanding brigades, and the chiefs of the corps, not constituting a part of any brigade. The officers of engineers, commissaries at war and commanders of the artillery, have no right to any orders but those which concern their particular department of the service. With respect to the governors of places or depots, it is sufficient to make them acquainted, by particular orders, with every thing which they ought to know or to execute, that is contained in the general orders; unless that by the dispersion of the troops, there should remain only these to transmit the general orders to the detachments which compose
their

their garrison. In this latter case they ought not only to receive the general orders; but they should be transmitted to them, almost always entire.

One circumstance which often occasions confusion, and causes considerable embarrassment to those who have to execute the general orders, or to see them executed, is, when they receive many on the same day. The contradiction in the terms, is the least of the inconveniences resulting from this abuse. A chief of the *Etat-major* ought consequently to make his dispositions in such a manner, that one single order should be issued in a day. Upon those extraordinary occasions, a supplement, or a specific circular instruction should be added: exclusive of this, every thing which should have been inserted in the general orders of the preceding day should be placed in a case or port-folio, appropriated for the materials of the general orders for the day following.

The general orders should contain, according to circumstances, and in separate articles:

1st, The different addresses, which it is most necessary for the troops to know; and which are

The address of head quarters.

That of the office of the *Etat-major*.

That of the commissary at war.

That of the *commandant de place*, of head quarters.

That of the pay-master.

That of the director of the post-office.

2d, Relatively to the service, and to discipline: the names of the general and officer of the *Etat-major* who are to be on duty on that day, and those for the day following. The names of the superior officers of the round, and the list of cantonments, or principal posts which they are to visit.

The order to each commander of a cantonment or of a corps, to supply the superior officers of the round with a well detailed and particular statement of their posts, and to appoint orderlies to conduct them.

The number of officers of all ranks, inferior officers, soldiers, drums and trumpets, in each corps, which are to be placed at the disposal of the *commandant de place*, of head quarters, for the service of the following day, pointing out the hour and place of assembling at guard mounting.

All the orders of the general commanding in chief, and the chief of the *Etat-major*.

The hours of roll-call, inspections, and guards.

In order to maintain discipline more effectually, advantage should be taken, when opportunities

portunities occur, of the general orders, to excite either by praise, or by just reproaches, a laudable and useful emulation amongst the corps of the division.

3d, The details relative to the subsistences, and distributions; which comprehend

The particulars of the subsistence and forage which are to be distributed.

The qualities and quantities in which they are to be distributed.

The place where the different distributions are to be made.

The days for dividing of rations, and the hours assigned for each corps, and other parties entitled to receive them.

The manner in which the allowances are to be made for the corps, whether this is to be by detachments, companies, &c.

By whom and at what hour the vouchers or orders for forage or provisions shall be inspected by the commissary of war.*

4th, The most important communications, such as

The restrictions and prohibitions.

The composition of the two councils of

* These six heads of distribution must be supplied by the commissary of war, or be delivered out with his sanction and knowledge.

war and council of revision, and all the changes which have taken place.

The judgments, condemnations, and other papers, which are to be made publick for the sake of example.

The promotions and other military rewards, which are to be published for the same motive.

The different payments, which are to be made by the pay-master to the foldiers of different rank.

On all public rejoicings, it should be mentioned in general orders, whether the general is to be beat, or the cannon fired ?

5th, The demands of the communications of statements, &c. made by the generals, the chief of the *Etat-major*, the commissary of war, the councils of war or of revision, the pay-master or director of the post-office.

6th, Every thing sent by the minister at war, the commander in chief, the chief of the *Etat-major* general, the commissary general.

Lastly, every thing which does not appertain to private or particular service, should be collected in the orders of the day; but always in so guarded a manner that nothing more should be contained in them than what particularly concerns each individual corps.

We shall conclude this article by an observation:

vation: when, for example, the whole division marches together, we may, instead of making particular orders for the placing and movement of the troops, add to the general orders two articles under the titles of position and movement.

In the first will be ordered, whether the quarters are to be by corps or detachments, by companies or squads.

The barracks, the quarters of the town, the cantonment or bivouac intended for each corps or detachment, will also be determined.

The most important instructions for its service and security should be given to each corps.

It should be determined, whether the officers should be quartered with their troops; in the contrary case, the general orders should contain an instruction for leaving one officer to each company, and to station the others in the neighbourhood of their quarters.

It should further be added, if the quarters are chalked, or by written billet, by whom it is to be made for the *Etat-major*, the corps, and the administrations, and in what order.

If the troops encamp, are in barracks, or *bivouac*, the designation of the ground where the line is traced, together with that of its appurtenances, should be distinctly marked.

In the second article should be detailed the place and the hour of assembling for the column, or the different columns for the day following.

The order of battle.

The precise hour of the departure of the advanced guard, the rear guard, the baggage, &c.

The hour of departure of the battalion of *fourriers*, of whom we have spoken in the second part of this work, and the name of the corps who are to furnish the commander and the drums for it.

*Article II. Of the Parole and Counter-
ter-sign, and the Mot de Ralliement.*

We call parole and counter-sign, three words chosen, which are used by the troops of the same army, particularly during the night, to distinguish each other.

These three words are compounded as follow: the parole and counter-sign, of the name of a man,* and the name of a town or country; and the *mot de ralliement*, of a substantive which conveys neither the name of a
man,

* This name must always be that of some deceased person.

man, nor the name of a town, nor the name of a country.

These three words are renewed every day, and communicated in the most private manner, to the officer of the round, and the commanders of posts and patrols.

The parole is never to be given except to the officers and non-commissioned officers on duty; the countersign may in some cases be confided to soldiers on duty, or to private sentries at a great distance from the post; but in such case these ought to be chosen from amongst the oldest and the most trusty soldiers.

The series of paroles and countersigns are always arranged by the general *Etat-major*, and a general should never suffer a parole to be changed, unless in the case where from the loss of one of the paroles, or rather from the desertion or capture of a soldier who may have received it, the general may suspect that the enemy either has, or may obtain a knowledge of this very parole.

But upon this supposition, he should always apprise the commander in chief, and the generals, whose troops may have communication with his own, of this measure.

The mode of transmitting the parole will depend upon circumstances: when at a great distance from the enemy, it is generally addressed

addressed to the troops for five, ten days, or a fortnight at a time; when in face of the enemy it is given daily; in a state of security, one only is sent for each day; in critical moments, it is changed as often as twice in one night; commonly it is conveyed by private orderlies; upon extraordinary occasions it may even be carried by the officers of the *Etat-major*: in all cases it is due to the generals actively employed, to the regulating commissary, inspecting commissary, to the chiefs of the arms or corps to which the general orders are addressed, and to the *commandant de place* and of cantonments, when the generals of brigades are not charged to transmit it to them.

If several corps or detachments are in the same cantonment, the parole is only addressed to the officer commanding the cantonment. In a camp, it is usually sent to the commanding officer of each arm or division, and seldom to the commanders of each demi-brigade or regiment.

The parole should generally be sent in the day time, but always sealed; it should never be delivered without taking a receipt properly authenticated; and should always be given, if possible, to the person to whom it is addressed.

Article

Article III. On the Statements to be prepared or furnished.

We understand by statements, the methodical and precise exposition, and the actual state, situation or condition of those subjects which the title of the statement indicates.

By these documents an account is rendered of the active and effective force of the corps, of the subsistences of every species, of the forages, distributed, existing, or preserved in the magazines, and of every thing appertaining to the equipment and armament of corps and places, as well as to the supplying the latter with provisions.

The *Etat-major* exacts from all corps, or detachments which constitute a part of the division, the particular statements which are necessary for making out the aggregate statements or general tables which he has to furnish to the commissary of war, to the general commanding the division, to the general *Etat-major*, or to the minister at war. But as these general tables can only be prepared from the combination of particular statements, chasms or the most fatal errors can never be avoided in one, if the others are not drawn up with equal fidelity and uniformity ; and experience

rience has demonstrated, that it is impossible to accomplish this object, when such plans or precedents are not laid down as ought to be strictly followed. Thus we may lay it down as a principle, that the *Etat-major* ought never to demand any species of statement, without having furnished the precedent or plan for it, a principle which ought to be equally followed in a general *Etat-major*, and in that of a division.

The great difficulty, relative to statements which ought to be furnished at specified periods, consists in receiving them at the hour or day marked. Those whose duty it is to furnish them, are sometimes guilty of too much negligence in this part of their duty; and without considerable severity and strictness, it is difficult to obtain from them the necessary exactness, particularly in marches, where negligence in this respect might appear more excusable, and where nevertheless it may give place to the greatest abuses.*

In

* We have not here given any plans or precedents of statements: 1st, Because the minister usually sends printed statements of the fortnight. 2d, Because the *Etat-major* general furnishes the plan of the daily statements. 3d, Because the making up of the others is extremely easy of comprehension, and sufficiently known in the offices of the *Etats-majors*. We shall observe however, so as to leave no chasm, that the statements
which

In general a weak and careless man will command in vain either zeal or energy: never will he obtain in service that exactness and punctuality of which he does not set the example; individual interest or indolence will every where annul his authority, if he does not suppress the one and punish the other.

Article IV. On Orders of Movement.

BY orders of movement, we understand, those orders, by virtue of which a corps, or several corps of troops remove, and transport themselves from one place to another.

which a chief of *Etat-major* ought regularly to furnish, are to the *Etat-major* general, 1st, Every fortnight the grand statement of the fortnight; and 2d, every two days the extract of the daily statements.

To the commissary of war, 1st, Every month the situations of the *Etat-major* of head quarters, and officers detached. This to serve for making up of extracts of review or musters of those which are therein mentioned. 2d, Every ten days, the statement of those on the spot, in officers, inferior officers and soldiers; as well as that of horses to serve him as the basis of his measures of supply; this statement should always be made corps by corps and rank by rank.

To the general of division, every five days the abstract of the daily statements; every month that of the fortnight; and all those, which circumstances may induce him to demand.

The

The details relative to the drawing up of this species of order are infinite; they spring from those circumstances or events often unforeseen, which provoke or necessitate those movements, and the variations of which cannot be calculated. Thus, not hoping to be enabled to present all these details, we have only here attempted to point out those which most frequently can, or may enter into those orders that constitute the subject of this article.*

Pursuant

* We might have gone to a much greater length: we have even thought of giving precedents of the principal species of orders of movement; but in such cases, it would have become necessary to detail the orders for all kinds of marches, such as the orders for the attack of an escort of a convoy; orders for the conduct of detachments; orders for a reconnoitring, a discovery, a circuit; orders for a particular detachment, for an ambuscade, a surprise, an attack whether true or false, by night or by day, according to the different seasons or temperatures, and according to the country; for forcing, observing, or merely keeping an enemy in check; against an enemy whose numbers are equal, superior, inferior, encamped, entrenched, cantoned, or in motion; for the investment of, or succouring of towns or garrisons; in a country of a friend or of an enemy, intersected, covered with plains, mountains, &c. Orders for foraging; orders to take possession of, or evacuate a country; orders for an encampment; for a cantonment for winter; for collecting an army, &c. &c. But were we enter into an explanation of these different orders, we should be giving almost an extract of the whole art of war, and those infinite labours which would necessarily have demanded so much enquiry, that the attempt would exceed the limits of this work.

Our

Pursuant to this we shall confine ourselves to observe, that, according to circumstances, an order of movement contains, or ought to contain,

1. The authority by which it is given.
2. The name of the brigade, of the corps or detachment, which should execute it.
3. The place from whence this corps should depart.
4. The hour of its departure.
5. The place to which it is to proceed, and where it ought to wait for fresh orders.
6. The allotment of quarters.
7. The order for taking a particular route, in concert with the commissary.
8. The places where, during its movement the provisions, and other articles of distributions are to be received.
9. The recommendation to march in good order, proper police, and military discipline.
10. The

Our object is simply to place officers of *Etats-major*, who have daily orders of movement to issue, in a state of performing their duty satisfactorily ; and avoiding in their instructions those sorts of chasms or omissions, which render those who receive them indifferent to the duty they ought to perform, and frequently leave the party, which should only be occupied with the means of execution, in an embarrassing state of doubt and indecision.

10. The order to be always preceded by an officer appointed to prepare the quarters and subsistences.
11. The order to have properly relieved all the men belonging to the guards, piquets, or orderly service of the corps, which are to execute the prescribed movement.
12. The information that the detachments which the corps may have furnished, either have, or have not received the order to rejoin, as well as the designation of the place where they ought to rejoin it.
13. If the army should be near the *Etat-major*, the necessary order for the immediate supply of stores, and for the furnishing of arms, accoutrements, and cloathing, which may be necessary for this corps, and which it may have a right to demand.
14. The authority to the commissary at war, or the officer who supplies his place, or to the *commandant de place*, to cause to be furnished by the municipality, the carriages or waggons necessary for the troops, their accoutrements, equipage, baggage, sick, &c.*
15. The

* Such is at least, in this respect, the measure adopted in conquered countries. In the interior of the republic, the

15. The order to take guides that may be depended upon.

16. The particular instructions which may be necessary for this movement.

17. The order to leave, or carry away the officers or sub-officers employed in the council of war, the military commissions, &c.

18. The order in which the troops are to march, if there should be many corps in the column.

19. In this case the name of the commanding officer of the column.

20. As far as may be necessary, the manner in which the troops ought to march.

21. The order of entering towns and villages in the most soldier-like manner, and with all the precautions of war.

22. The order of determining every evening, at retreat beating, a place of alarm; and an order of battle, in case of an attack during the night.

In some particular cases, it is necessary to add, if the colours are to march, where the *Etat-major* of a corps is to be quartered; which

the specific regulations and established modes, render it unnecessary to have recourse to prompt and arbitrary measures which are so often inevitable under circumstances of this sort.

corps must perhaps march in several columns.

When the troops which are to make the movement, evacuate a place or a country, care must be taken not to forget the stores, the arms, the artillery, &c. which may be in the place itself, or in the forts or places which depend on them, and to point out specifically in what manner the officer, to whom the order is addressed, ought to conduct himself on these occasions.

If a division is to march in many columns, it will be necessary for the chief of the *Etat-major* to mark precisely, and with particular care, the routes which the different divisions of the artillery are to follow; and also the grand park, which ought always to march with the baggage belonging to the column of which it composes a part, and in the same manner that the military chest moves at the head of the heavy baggage of head quarters.

If all the infantry are to march, the order of movement should contain that for beating the *general*, the *assembly* half an hour afterwards, and the *troop* an hour after the *assembly*.—When only one party is to march, the *premier* should be beat instead of the *general*.

In a general movement, and when the division is encamped, the drum of head quarters,
and

and the trumpet of the guard of cavalry should commence the *general*, and sound *to horse*, and should continue them to the neighbouring corps.

The other signals should be given by drums and trumpets of the first corps.

The formation of the advanced guard, of the main body, and rear guard, should be minutely specified in the orders for general movements. The new guards, and encamping or cantoning detachments, should march in the rear of the advanced guard, when the movement is executed within reach of the enemy.

We shall add here but one word, the importance of which experience has demonstrated.

This consists in warning officers charged with expediting orders of movement, that as far as these can be executed without delay, and without obstacles, it is necessary not only that the orders should be addressed to the generals, chiefs of the several arms or descriptions of troops, or corps which are to execute, or see them executed; but still further, they must be officially communicated, and in time, to all the persons who are to concur in their execution, such as

1. The commandant of the place where the corps may be.

I 2

2. The

2. The regulating commissary, or commissary of war belonging to the division, pointing out to him the strength of the corps or detachment which is to make the movement.

3. To the military commanders of districts through which it is necessary to pass.

4. To the civil authorities of the countries, which are to be traversed, as far as may become necessary for subsistences or quarters.

Article V. Of Secret Service.

SECRET service, particularly during a campaign, forms an essential branch of the business of the *Etat-major*.

The organization of this service is a subject of peculiar delicacy.

It is necessary to have a sufficient number of spies, that there should be always some of them upon the look out. The choice of them is difficult, because it is important that they should be selected amongst men of the same opinion, who are not acquainted with one another, lest they should be of the same understanding, and concert together their answers.

One wise precaution is to chuse them from amongst men who have the most to complain of the party against whom they are employed;
nothing

nothing should be omitted to interest them in the cause they serve.

To excite them to serve well, a small salary should be given them when they learn nothing interesting; and great rewards when they bring important communications, and when these prove true.

Every thing that has been promised should be exactly given them. The ambitious should be attached by the promise of that which flatters them; the timid, by threats; those who love money, by pecuniary rewards. The property and families of those who belong to them may be also provisionally secured. It is necessary further to know how to profit of all the weaknesses which may be discovered in them, and to be well persuaded, that without this, no real authority can be established over them, and that no information can be obtained, if fear and hope are not made occasional engines of operation.

We shall conclude by observing upon this chapter, that in secret service, the most important point is to deceive the enemy upon his principal objects of intelligence, and to discover that which it is his interest to conceal.

Article VI. Of the General State, or Report of the Divisions.

THE general state, or report of a division, ought to be the exact relation of every thing which passes therein with regard to military operations ; a report which every two days should be placed at the back of the statement which the chief of the general *Etat-major* should receive from each *Etat-major* of a division.—This general report should comprehend,

1. All the movements of the division.
2. The order in which the troops have marched.
3. The quartering, cantoning, or distribution of the troops.
4. The dispositions of attack or defence which may have been made.
5. The affairs in which the different corps have been engaged.
6. The order in which they have fought.
7. The result of the reconnoitrings and discoveries.
8. The brilliant exploits which have been performed,—distinguishing by names, ranks, and corps, those officers, non-commissioned officers, and privates, who have signalized themselves.
9. The

9. The other details mentioned in the 5th article, entitled Reports.
10. The marches of head quarters.*
11. The most exact description, or topography of the country, the known maps, particularly in what concerns the details of positions and connections.
12. The general observations which the country over-run may furnish relative to the different species of war which it may be necessary to carry on, particularly so with regard to offensive war, war of position or posts, defensive war, and war against the peasants.
13. The result of the reports of posts.
14. The copy, or at least the analysis of the reports of spies, as far as they may be interesting, and as far as they appear connected with the events of war.

* It would be infinitely interesting to join thereto, upon each march, a topographical report, containing the exact description of the country, the roads, rivers, posts, and military positions, with the communications between them. This report should likewise make mention of the population of each commune ; of the distances which separate them ; of their territorial and commercial productions ; of their resources ; of their public spirit, and even of the principal monuments of history or the arts which may be found there, as well as of the great men born, or resident in the country, and the great actions they have performed.

15. The reports of reconnoitrings, of circuits, and of officers sent by the generals, the commanders of corps, or other officers of the division: such reports to be either separate, or in the aggregate, as far as may be expedient.

The whole should be drawn up in such a manner, that the narration, however concise, should leave no obscurity in the details, nor any patch-work or chasm in the traits of events, or facts which are therein reported.

But in order that this labour may be as complete as possible, each general officer, the commanders of corps, the superior officers, or other detached officers—should draw up the general report of the troops which they command, in the same manner, and send it punctually to the *Etat-major* of their division, where all those different general reports may be recast into the general reports of the division.

PART THE FOURTH.

OF THOSE PERSONS WHICH HAVE THE
GREATEST CONNECTIONS WITH THE
ETAT-MAJORS OF DIVISIONS.

THIS chapter will contain observations

1. On the orderlies of the *Etat-major*.
2. On guides.
3. On sutlers.
4. On the waggon-master.
5. On the *commandant de place* of head quarters.
6. On the officers of engineers.
7. On the councils of war and of revision.
8. On the commanding officer of the artillery.
9. On the commissary of war.

Article I. Of the Orderlies, or Messengers of the Etat-major.

THE orderlies are, in general, men selected from the inferior officers, serjeants, or corporals

corporals belonging to infantry corps; and from the privates in the cavalry. These are employed, during twenty-four hours in the regular turns of service, between the generals, the *Etat-major*, the *commandant de place*, and the commissary at war, to carry letters, orders, or pacquets which relate to their respective departments.

These orders or letters are usually carried by one single orderly, particularly when sent in the day time; and in case of danger, or in the night, by two. When more are sent, the aggregate of men thus dispatched, is called a detachment.*

The modes of organizing this service have been various. In some armies, the orderlies on foot, or belonging to the infantry, were inferior officers of corps of infantry, relieved every day: whilst the service of mounted orderlies was performed by the *gendarmes*. In others, the corps of cavalry furnished the mounted orderlies, whilst the foot were taken from a company of *gendarmes* of foot, specially charged

* An orderly man from each corps must constantly attend at head quarters, or wherever the *Etat-major* resides. This orderly must always bring with him, in writing, the address of his commanding officer. He must be perfectly well acquainted with this address or direction, in order to convey, with promptitude, night or day, the different orders that may be issued for him.

with

with this service, and with the guard of the covered waggons of the *Etat-major* upon marches. All the orderlies were moreover furnished by the different corps, and relieved in the infantry, every day, and amongst the cavalry every five or ten days.

The advantage resulting from employing for this sole purpose mounted *gendarmes*, was to relieve the cavalry from this service by which it is frequently ruined, and always fatigued, from the mode in which the horses are treated by the horsemen when out of sight of their officers. On the other hand, an inconvenience arose out of this custom from urgent orders arriving too late, because the *gendarmes*, being proprietors of their own horses, were too careful of them, and frequently never reached their destinations at all in cases of emergency and danger. The advantage of companies of *gendarmes* on foot was, that the *Etat-major* had at his command the number of orderlies that were required; that he was never exposed to the inconvenience of waiting for them; that he had men well trained to this service, and so much more obliged to perform it properly, as they were certain to be always known, and knew themselves all those with whom they were related by virtue of their functions. The sole objection which has been raised to this institution, has been

been the inconvenience of multiplying divisions, or establishments.

Article II. Of Guides.

THE guides of an army were formerly men chosen in the country which became the theatre of war: those were selected who were the most intimately acquainted with the localities; and they in fact served in conducting the columns, and in guiding in their circuits or reconnoitrings the generals and officers of the *Etat-major*: there were twelve of these on foot, and twelve on horseback. From the mode in which they were chosen, none but men, worthy of confidence, could be admitted amongst them.—Thus composed, they were further employed in carrying important or urgent messages.

At this day they have scarcely retained any thing but the name of their employment—their number is at least quadruple; even their organization has been entirely changed.

The guides of horse are selected from the cavalry, and those of foot from the infantry: these are chosen amongst those men who are the most brave, &c. They form by these means two fine companies, who never quit the head quarters of the army: that on horse-
back

back is attached to the person of the commander in chief; and that of foot to his equipages.

They are usually cloathed and equipped as hussars; and their appointments are almost always handsome. The commander in chief determines their ordonnance.*

As the principal head quarters of armies very seldom march at this day, but by roads already known, and cleared by the divisions, Guides, strictly so termed, and particularly foot guides, would be upon this occasion of very little use; whilst it is important, that there should be some of those, particularly in the advanced guards: it would be so much more adviseable to have some of these constantly there, because it happens frequently that when there is the greatest occasion for the service of these men, confusion and terror pervade the inhabitants, and render their assistance difficult to be procured.

* In the great battles of the year 5, in Italy, the guides rendered essential services; and to reward them for some traits of great zeal, Bonaparte augmented the number, encouraged the spirit by which they were animated, and advanced his foot-guides to the establishment of a battalion; and his horse guides, at the same time, to that of a regiment of cavalry. He formed them into a species of legion, to which he gave a light artillery. Thus this great general had in his guides a chosen corps, so constituted, as to insure the highest confidence.

We

We should propose then to have some of them always with the *Etat-major* of the active divisions, and at the head quarters of the generals of brigades. In proportion as an army advances, fresh guides may replace those who come from a greater distance ; none should be chosen but the people of the country ; and in chusing them with a little care, the most useful intelligence may frequently be drawn from them.

It should be further observed, that their zeal in the service may be stimulated by rewarding them with soldiers allowance and pay.

To impress the importance of this precaution, it will be sufficient to suggest how many battles might have been gained, which were only lost, because whole corps, having followed routes too long or erroneous, have either arrived too late, or not at all, at the points assigned them ; how much too might the mischiefs resulting from unsuccessful battles have been diminished, by administering to an army in retreat all those advantages which the country might afford, for covering or securing its movement ; and, lastly, how much, even after a victory, the perfect knowledge of localities might add to the means of drawing from a victory the greatest advantage of which it is susceptible.

We

We have not touched upon the organization of guides, nor their numbers, which must be determined by circumstances, and the nature of the country; their service, and the manner of attaching them to it by promises, presents, threats, punishments, hostages, &c. the moral and political qualifications which they ought to possess; nor the criterion for judging them; because these subjects do not come within the scope of our undertaking.

Article III. Of Sutlers and Victuallers.

THE sutlers are soldiers, or inferior officers, authorized to follow head quarters, and the corps to which they are attached, to sell to the soldiers, and at a moderate rate, eatables of the first necessity.

The sutlers of corps usually chosen from the regiments to which they belong, should be furnished with a patent from their council of administration: this patent should further be approved by the chief of the *Etat-major* of the division, of which the corps constitutes a part.

The sutlers of head quarters are chosen by the chief of the *Etat-major*, and patented by him.

All

All the futlers should have a particular number, which is to be worn upon a tin plate, and which they also receive from the chief of the *Etat-major*.

Upon marches, the station of futlers is generally with the baggage. The management of the police of these persons is in general difficult. Many of them rob the inhabitants of the country; and thus frequently load their carts more with goods than with victuals. These practices are scarcely to be restrained, unless by announcing in the general orders, that the pillage of all the carts belonging to the futlers, who shall be found in any other places than those assigned to them, is permitted: this is the only means of diminishing the disorders with which this class of men is frequently, and too justly, reproachable.

The number of futlers is prescribed by the military regulations. Frequently, instead of victuallers, the corps have female futlers.—These are subject to the same forms and regulations.

Article IV. Of the Waggon-Master.

A WAGGON-MASTER, is as the word itself imports, the person charged with every thing which concerns the carriages, equipages, and baggage of the army.

There are waggon-masters belonging to the general *Etats-majors*, to the *Etats-majors* of divisions, and of separate corps.

The former, called waggon-masters-general, are taken from amongst the officers: the second, called waggon-masters of division, are adjutants chosen by the chiefs of the *Etats-majors* of divisions in the corps which compose them; these are waggon-masters for the whole campaign. The third are inferior officers, chosen for this purpose by the councils of administration of the corps.

The principal qualifications of a waggon-master of division, are intelligence, firmness, and activity.

He ought to have a statement of all the waggon-masters of the corps of the division; and a second, of all the carriages which are in it. — This statement should be inspected by the chief of the *Etat-major*, who is to certify if it

be conformable to what is prescribed by the regulations.

Every carriage which, contrary to orders, is found in the column, shall be seized by the waggon-master, and conducted to the *Etat-major*.

He should take care that all the carriages or waggons bear the name of the service or the master to whom they belong; and that, during marches, they keep their proper stations.

The waggon-master of a division shall in general only be charged with the police of the sutlers, and with the conduct of the equipages of head quarters: for this purpose, the guard which is attached to them, must be at his disposal.

But if all the equipages of the division should happen to be detached, the waggon-masters of corps should be under his immediate orders, and he may then regulate every thing which belongs to that branch of service.

The order in which the equipages are to proceed, should be determined according to the rank of their corps, or their proprietors.

In marches, the waggon-master should take care that the baggage remains in the place assigned; and that it moves in the order prescribed.

In halts, the baggage should be parked conformably

formably to the dispositions laid down by the chief of the *Etat-major*.

When the division is stationary, it is his duty to take from the post-office all the letters and pacquets which are directed for the general and chief of the *Etat-major*, and to deliver them the moment they arrive.

In every statement of importance, the waggon-master should transmit his report to the chief of the *Etat-major*, and receive his orders.

Sometimes the orders for marches are not to permit any horse to move in the column, (except those belonging to such officers as have a right to them) and those orders are sometimes difficult to be executed, on account of many officers who keep such horses contrary to the regulations, and refuse to let them be removed. In such important cases, to supply the defective authority of the waggon-master, the general sometimes appoints an officer of the *Etat-major* to superintend the execution of his orders.

Article V. Of Officers of Engineers.

THE commanding officer of engineers in each active division, has one or two officers of the same corps to assist him. These officers only receive their orders from the general commanding in chief, either directly or through the medium of his chief of the *Etat-major*. They follow the former in all his operations.*

Those officers are generally employed upon two branches of service. The first consists in executing the orders of the general by whom they are employed; that is to say, to draw the plans which he demands, and to construct the bridges, batteries, redoubts, lines of defence, &c. which he may judge expedient, or necessary to his views. The second consists in making an exact journal of all the military operations of the division. In this journal, every thing appertaining to the topography and re-

* They are accompanied by a certain number of workmen, to whom may be added the sappers and pioneers; and a cart, with all the instruments and utensils which are necessary for the completion of the works which may be constructed in the course of a campaign.

sources of the country ought to be faithfully reported. The exact plan and delineation of each of the military positions should be there laid down, as well as the detailed description of all the points where there have been any affairs. — The dispositions of attacks and defences should be also topographically demonstrated. This general report is to be made by the commanding officer of engineers; and it is by this, that he puts the skill of the officers under his command to the test, and thereby forms an adequate judgment of their talents and activity.

*Article VI. Of Officers Commandants,
Town-Majors, &c.*

OFFICERS *commandants*, town-majors, &c. are persons of trust charged with the government of a town, or other fortified place, to superintend the execution of the laws and military regulations relative to its interior discipline, good order, police, and tranquillity.

When there is no general, the *commandant* is also charged with every thing relating to its defence.

The *commandant* ought always to be present upon the parade. At retreat beating, and at evening parades, he is the person whose duty

it is to give the parole and countersign for the night.

He is always charged, in conjunction with the officer of engineers, and the commissary of war, with the arrangement of the soldiers lodgings in the barracks. The municipalities are charged with this, when the troops are quartered amongst the citizens; but, (in an enemy's country particularly) no billet for quarters should be delivered by the municipalities or civil magistrates, without a previous requisition having been made by the *commandant*.

It is also his province to order the funerals of soldiers that die in the place, &c.

Lastly, it is his duty to see the sentences of courts-martials put into effect; to order persons accused to be arrested; to regulate all the military service of the place, &c.; and to command the national guard, in conquered and revolutionized countries.

If there should not be any commissary, nor any officer appointed to represent him, the duty of the commissary, or his representative, in the inspection of provisions, and every thing belonging to the subsistences, devolves upon the *commandant*. In an enemy's country, he is moreover charged, in the absence of superior authority, with the signatures of passports, passes, &c.

Every

Every morning, the *commandant* or town-major, ought to repair to the general, when there is any, to carry him his report in writing, to put him in possession, by word of mouth, of every thing relative to the service; and to receive his orders.

He ought also to deliver a daily written report to the *Etat-major* of the division within the circuit or limits of his town or place. This report should mention all the passages of troops, those which have quitted, and those which have entered into garrison, as well as the remarkable events which have any connection with the objects confided to him.

He should be apprized by the chief of the *Etat-major*, of all the movements of troops which are to take place in the garrison.

He ought to be present at the spectacles, and public feasts, either personally, or by substitute.

In conquered countries, the general commanding the division, is to determine the number of adjutants which the service of the different places of his district or circuit may render expedient or necessary.

Exclusive of these stationary *commandants*, there should always be another at the head quarters of the general of division, who is to follow all his movements. The functions of

this officer are nearly similar to those of other *commandants*, with this exception, that he does not demand, personally, of the chiefs of corps, or commanders of the detachments, the necessary troops for his daily service; but he addresses to the chief of the *Etat-major*, the statement of his service: according to which the latter regulates the number to be detached from each corps, in officers of different ranks, and inferior officers, soldiers, drums, and trumpets, and sends the order for furnishing this contingent; determining the place whither it is to proceed, and the hour when it is to be ready.

In marches, the commandant of head quarters is very often intrusted by the chief of the *Etat-major*, with the nomination and distribution of the lodgings of head quarters; and in that case, the advanced guard of the troops which compose the garrison, or the escort of head quarters is formed from the new guards, who march with the *commandant*, and thus reach the place marked out to halt at for the night, before the arrival of the column, whilst the old guards, or those that have been relieved, form the rear-guard, and do not march off until after the departure of the column, under the direction of the town-adjutant.

By means of this routine, the greatest disorders

orders will be avoided ; and those persons by whom such disorders might be committed, will be restrained, or secured, when found refractory.

The particular statements of service which the *commandant* should daily produce to the chief of the *Etat-major*, are as follow :

1. The designation of the different posts.
2. Their arm and force in inferior officers and soldiers.
3. The rank of their chiefs.
4. The essential points and instructions which are necessary to the safety of the principal posts.
5. The hour and place of parade.
6. The hour and place where the parole and counter-sign are to be given, and where the taptoo is to be beat.
7. The designation of the place of alarm for the night.
8. The order of battle in case of alarm.
9. The organization of the service of patroles.
10. The force of piquets of each arm, their position and service.
11. The designation of the officers of the visiting rounds, and of inspection, as well as of those who are to assist in distributions.
12. The orderlies of every description of corps, pointing out their posts.

All

All this is to be performed under the inspection and approbation of the chief of the *Etat-major*.

The principal posts, when the division moves or halts, are those of the head quarters, the *Etat-major*, the general, the pay-master, the military post, the *commandant*, the main-guard, the police-guard, the barriers, the magazines, the places of distribution, the prisons, the hospitals, and the forts, or batteries; if there should be any.

Article VII. Of Councils of War, and Revision.

IN each active division, there should be two councils of war, and one of revision. A chief of brigade, under the title of president; a chief of a squadron, or battalion; two captains, one lieutenant, one sub-lieutenant, and one inferior officer, executing the functions of judge; one captain to report, with a clerk to take down the minutes; are to form, during the war, in each division, one of the two tribunals which the law of the 13th brumaire of the year 5, created under the denomination of councils of war, to examine, and pass sentence upon military delinquencies.

The

The generals, who command the different divisions, are charged with the establishment of councils of war, as well as with the choice and nomination of the members who compose them; the clerk or secretary alone excepted, who should be nominated by the reporter. The commanders in chief nominate to the councils of revision.

With respect to the execution of the sentences of death, the reporter should make application to the *commandant* or town-major, who is immediately to determine the hour and place of execution. In no instance can this be delayed above twenty-four hours.

In regard to putting in force other sentences, if the dispositions which they require, are not within the province of the *commandant*, the reporter should apply to the commander in chief.

Article VIII. Duties of the Officer commanding the Artillery attached to a Division.

THE commanding officer of any quantity of artillery which is attached to a division of the army, has generally some superior rank in the corps from whence he comes. All the heavy

heavy ordnance, field and light pieces, are under his immediate orders and direction.

This officer, as well as all others commanding corps, must furnish the *Etat-major* belonging to the division, with regular daily reports; and with returns for fourteen days inclusive. He must further add to the latter, a specific statement of the stores and ammunition of his corps,

The waggons and horses belonging to military equipages must be included in the return which is made of those that are immediately attached to the artillery.

With respect to the movements that are made by a park of artillery, either on the march or in action, (during which operations, that arm or corps is not particularly attached to any brigade) the officer commanding is subject to such orders only as come direct from the general of the division, or from the chief of the *Etat-major*. It is in consequence of these orders alone, or upon vouchers which issue from the said general of the division, or chief of the *Etat-major*, that he permits such stores, ammunition and arms, to be delivered out, as have been entrusted to his particular care.

But, independent of his intercourse and communication with the general of the division,
and

and the chief of the *Etat-major*, the officer commanding the park of artillery must regularly transmit to the general *Etat-major* * of his own corps, all the necessary returns and statements relative to situation and condition.

The general in chief of the artillery, with the concurrence of the commander in chief of the army, has the power of appointing or changing the different officers or detachments which belong to that establishment. It is he who gives directions relative to the repairing or change of field pieces, caissons, or garrison ordnance, that may be required in the different parks of the army. By his orders alone, fresh mules or horses are supplied, stores and ammunition are distributed, and utensils, &c. are supplied.

Every thing which relates to the equipment, clothing, and arming of the artillerymen, artificers, artillery-drivers, or to military equipages in general, is equally within the management of the general *Etat-major* of this establishment.

* In each army the artillery, which is attached to it, has its own particular general in chief, and its general *Etat-major*.

Article IX. Of the Commissary of War.

THE commissary of war, in a division, is the chief of the administrative part.* His rank in the army is the same as that of a captain of cavalry.

Although subordinate to the commander in chief, it is only under the form of invitation, that the commissary of war receives those orders in conformity to which he acts. He is the person who, by the civil authorities, is directly charged with every thing which regards provisions, and other objects relative to the cloathing and equipment, the hospitals, or surgical staffs, magazines, and transports.

The paymaster, the inspectors, directors of hospitals and of the posts, the purveyors, store-keepers, surgeons, apothecaries, assistants, &c. as well as those employed in the military equipages, are under his immediate police; notwithstanding that the military equipages constitute a part of the command of the

* We term administration the totality, or aggregate of individuals, who, without being military men, are employed in some of the branches of the service of the army.

chief of the artillery for every thing concerning the service and discipline.

The commissary of war is to direct the establishment, and to superintend the service of hospitals.

In the councils of administration of division, he performs the functions of secretary.*

In those towns, where there are barracks, the commissary of war, in concert with the *commandant*, and the officer of engineers, is charged with the quarters of the army.

In councils of revision, a commissary of war performs the functions of one that acts immediately under government; but according to the laws, it is necessary that he should be thirty years of age, and that he should be of the first class.

It is further his province to receive the last wills and testaments of those soldiers who have leisure or inclination to make them.

As a public accountant, he settles the state-

* These councils of administrations of a division, are extraordinary assemblies of the generals, the chiefs of the corps, and the commissary of war, in which all the wants of the corps are discussed. The generals commanding the divisions usually preside at them. These councils were created, and held their sittings in Italy at the end of the campaign of the year 5, according to the orders of Bonaparte; who, after the peace of Campo Formio, visited all the divisions of his army, and presided, in person, at the councils of administration of each division.

ments of pay due to the corps; examines the different statements in the monthly musters, which are to comprehend those present and absent; that is to say, the whole effective force.

From the statement of the chief of the *Etat-major*, he makes extracts of the musters of the officers, general, and particular, who compose the head quarters, the *Etat-major*, &c. the *commandants*, and other detached officers.

He assists at the examination of the paymaster's accounts, when such are ordered to be inspected; and prepares the *proces verbal*, or report respecting those accounts.

If the military chest of a division, or of a particular corps, a magazine, &c. &c. should be robbed, he is to prepare the statement of particulars relative to this circumstance.

In general, all *proces verbaux*, or verbal depositions, where such delinquencies only are in question as relate to individuals, are within his province.

The statements of all the losses which may entitle those officers, who have sustained them, to any indemnity, should be ordered, inspected, and always signed by him.

Every thing which relates to the routes, to the soldiers allowances, and in short to the passage of the troops—is also within his department.

With

With respect to those magazines which are under his immediate inspection, although the several guards are responsible for their safety, nothing ought to be carried in without his being informed of it: and nothing should go out of them without having been previously inspected and approved by him: upon this ground it will be inferred, that he is the person who delivers to the corps every thing which the law allows them.

With respect to the extraordinary distributions which circumstances may render necessary, those are made by him in consequence of a certificate of urgency, which the commander in chief subjoins at the bottom of the statements of supplies furnished, or provided for by the councils of administrations of the respective corps, and according to the state of the magazines.

But to act in this respect upon certain bases, it is necessary, that he should know the situation of those magazines as well as that of the corps.

He may acquire this latter information by inspections; particularly so with respect to their wants.

His relations are :

I. With respect to those employed by the military administrations which are subordinate to him, and the orders which he gives them.

I.

2. With

2. With respect to the constituted authorities of the republic; the correspondence relative to what is within their common province.

3. With respect to the civil authorities of the conquered countries; the demands or requisitions.

4. The relations that regard particular corps, consist in musters which take place in them, the demands which he receives from them; the inspection of allowances of provisions and effects of every species, intended for their use; and the allowance of the sums which they are to receive.

5. With respect to the general, and the *Etat-major*, his relations may be limited to an established correspondence: nevertheless, for the greater benefit of the service, it would be desirable, that he should frequently communicate with them, in person; as the most active correspondence can never supply the advantages that result from conferences.* These re-

* These advantages are so substantial, that it would be desirable for the general of division, every morning, to assemble about him his generals of brigade; and, as far as practicable, his chief of the *Etat-major*, his commissary of war, and his *commandant*. Those persons upon whom all the labour turns, will prompt and assist his memory in such a manner, that nothing can be forgotten; false, and half measures will be avoided; and the execution of good ones will be extremely simplified and ascertained.

lations are limited to the correspondence and intercourse which he holds with either.

At fixed periods, the commissary of war should cause to be transmitted to the general who commands in chief, an exact report of the flying hospitals, of which he superintends the police; the state of the magazines of every description; the statements of what is to be distributed daily; and, lastly, that of all his means and resources.

He ought also to furnish a daily statement of what relates to the distributions, in order that it may be made known in general orders.

There is a commissary of war, in each division, performing the functions of regulating officer, or regulating commissary, who has under him a number of commissaries of war, or deputies proportioned to the extent of his service, and to the number of towns, camps, or cantonments to be stored and supplied.

When the case requires it, he may further have his place temporarily filled by officers who are chosen by the general at his request. These officers execute his functions, and either follow the march of a column, or become attached to a cantonment.

CONCLUSION.

WHEN we undertook this work, it was our intention, not only to treat of the duties of a chief of the *Etat-major* of division, but further to speak of that knowledge which he ought to possess, and those qualities by which he ought to be distinguished.

Want of time has compelled us to defer the execution of this plan. We shall, therefore, briefly observe with respect to what a chief of the *Etat-major* ought to know, that it is absolutely essential:

1. That he should have a sufficient knowledge of the different arms and of their tactics, to know always in what manner he may employ them, and how he ought to place or conduct them, so as to derive the greatest possible advantages from their disposition, and to supply their wants, as far as circumstances will admit.

2. That he should be sufficiently acquainted with the art of positions, to be able to judge accurately of the advantages or dangers of those which it may be in contemplation to occupy; and to ascertain what assistance localities may offer in case of attack or defence.

3. That

3. That he should have acquired a *coup d'œil* sufficiently true to enable him to calculate distances.

4. That he should know how occasionally to lay down a plan, to trace a camp, and to superintend the construction of any light work of fortification.

The qualities and skill which ought to determine the choice of an *Etat-major*, are either moral or intellectual, or relative to character.

Those which relate to character, are impartiality, firmness, and activity.*

The moral or intellectual qualities should be a methodical disposition for organizing and distributing his labour †; such an attachment to his duty as to neglect nothing that may conduce to the perfection of all his operations; that constancy which makes him invariably adhere to the order established, and the necessary

* I think it just to remark, that among the several officers who have been happy in possessing these qualities, so essentially requisite in war, General Solignac seems to have been particularly distinguished. I served the campaign in Italy, in the 5th year of the republic, under this able officer, as assistant in the division of General Massena, of whose *Etat-major* he was chief.

† Amongst ordinary men, the talent of commanding is scarcely any other than that of judiciously arranging desultory points and objects: amongst men of genius, on the contrary, it is that of concentrating, and bringing every thing to the same point.

strictness

strictness to restrain any person from departing from it. His orders and correspondence should bear the impression of the excellence of his ideas; his style should be clear and concise.

A chief of the *Etat-major* ought moreover to be just, consistent, and disinterested.*

Of all those qualities, the first are rather natural than acquired; and the second, rather acquired than natural: the third, doubtless, cannot be entirely and absolutely exercised; but they may be susceptible of very high perfection. In all cases, the necessity of combining them with a greater or less degree of excellence would only demonstrate a truth, already known, which is that—all men are not calculated for this situation, in which, as in all posts of importance, authority is maintained, and commands are executed as much by the influence of a well merited esteem, and the ascendancy of talent, as by the superiority of rank and station.

* This is not an exaggerated enumeration: besides, a wise man, and of good understanding, will always retain the qualities of his condition.



Thiébault, Paul-Charles-François,

An explanation of the duties of the several états-majors in the French
army translated from the Manuel des adjudans généraux et des adjoints
employés dans les états-majors divisionnaires des armées

London 1801

Bamberg, Staatsbibliothek -- R.mil.o.143-a
urn:nbn:de:bvb:12-bsb11766057-0